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DEVELOPING A

CUSTOMER ORIENTATION THROUGH MARKETING

ON THE IDAHO PANHANDLE NATIONAL FORESTS

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ABSTRACT

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TITLE: Developing A Customer Orientation Through Marketing On the Idaho Panhandle National Forests

ABSTARCT: The Idaho Panhandle National Forest is developing a marketing strategy to provide customer satisfaction and meet the growing demand for outdoor recreation in the Inland Northwest. This strategy will enable the Forest to externally focus their recreation management activities and become a customer oriented organization. A strategic marketing process provides the basis for the Forest and districts to develop marketing plans and strategies.

This report recommends a strategic marketing planning process for the Forest and Districts. Additional information on the marketing concept, trends, customer perceptions and needs, demographics and customer satisfaction are presented to provide guidance to the Forest in becoming customer oriented. Methods of evaluating and measuring customer satisfaction to monitor the effectiveness of the marketing strategy is also presented.

Keywords: Marketing, Customer Satisfaction, Marketing Research

EXECUTIVE SUMMARY

TITLE: Developing A Customer Orientation Through Marketing On the Idaho Panhandle National Forests

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SUMMARY: The Inland Northwest is experiencing substantial growth in pubic land recreation as well as private sector investment in recreation lodging, resort development and amusement parks. This growth has focused the need for developing a strategy on the Idaho Panhandle National Forests to meet the demand and satisfy the recreation customer. This report provides information for the management team on the Forest to develop a strategic plan to meet the growing demand and become a marketing or customer oriented agency.

Through a literature search, information was gathered on the marketing concept and customer satisfaction to convey a better understanding of the marketing process on public lands and the value of using customer satisfaction to monitor effectiveness in marketing.

A perception analysis of Inland Northwest residents was conducted via a survey of 168 respondents of the area. A meeting was held with Forest Service recreation management employees to identify internal strengths, weaknesses, opportunities and threats.

Market research was also conducted by analyzing and compiling raw data from the Pacific Northwest Outdoor Recreation Consumption Study and the Public Area Recreation Visitor Survey of the Priest Lake Ranger District. Additional information was gathered from the 1987 Idaho Leisure Travel Study.

The market research showes an increasing demand for outdoor recreation on the IPNF, especially in the non-motorizied activities such as hiking, walking, canoeing, wildlife photography, visiting the beach and mountain biking.

The perception survey showed a definite interest among residents of the Inland Northwest to reduce clearcut logging on the IPNF. Visual quality was singled out as an important issue. Residents tended to not need or use information sources offered by the Forest prior to participating in recreation activities. Familiarity was high amongst residents of the area of the Forest Service and the IPNF. Overall favorability ratings of management on the IPNF were favorable but tempered somewhat because of the timber harvest (clearcutting) issue. Most believed the IPNF to be a multiple-use agency with over a third of the respondents feeling that the agency was most concerned with timber management.

The marketing process was brought to the Forest Management team in a meeting held in February of 1989. Results of the perception survey and the strategic marketing process was discussed. Interest in further developing the Forest's recreation mission and goals was expressed by the team and a Forest Marketing Group was organized.

In further developing the strategic marketing plan for the Forest, the management team should consider the following:

1. Committment by the management team and district employees to the marketing process. An understanding of marketing and customer service is essential to the success of a marketing program.

2. Agreeing upon the business we are in and developing a mission statement for the recreation program is an important first step in setting the stage for the development of a marketing strategy.

3. Additional marketing research is needed. Information is needed on site specific data for each district on customer needs and preferences. Use challenge cost share partnerships with universities as a method to collect additional information.

4. Select at least one district on the IPNF in the coming year to use the CUSTOMER survey package to sample recreation use.

5. Emphasize CUSTOMER SERVICE, develop a training module for employees, recognize outstanding customer service, use customer service and satisfaction as performance standards.

6. Improve our favorability with the publics we serve by developing a marketing strategy to deal with the timber harvest issue.

7. Become working partners with the Idaho Travel Council to support and coordinate the Forest's marketing strategy.

8. Use customer satisfaction as a Forest Plan monitoring method for recreation management. Use at least one district to test the customer satisfaction card system as a measurement of satisfaction of recreation experiences.

INTRODUCTION

It has been said that recreation is, the crazy things people do to keep from going crazy. People will resort to a never ending array of insect bites, nights spent on hard ground, exhaustive exercise, and interruption of their daily lives all in the pursuit of outdoor recreation. It is a source of spiritual uplift and contentment, social sharing, mental refreshment, physical challenge and renewal. It is a departure from our normal daily lives.

The seven ranger districts of the Idaho Panhandle National Forests (IPNF), provide a wide range of recreation facilities and services to meet the recreation needs of a broad spectrum of recreation users. However, these needs and the numbers of recreation users on the IPNF are rapidly changing.

More people recreate on National Forest than on any other public lands. The IPNF serves as the major land base for outdoor recreation for the residents of the Inland Northwest (Northern Idaho, Eastern Washington). With over 2.1 million recreation visitor days (RVD's) of recreation use in 1989, the IPNF is the second largest provider of recreation use in the Northern Region of the Forest Service. The IPNF serves the largest urban population in the Northern Rocky Mountain States, - Spokane, Washington. The population of the Inland Northwest is expanding at a rate higher than the national average. Recent large scale recreation developments in the Coeur d'Alene, Silver Valley, Silverwood, and Priest Lake areas indicate the optimism of the private sector for North Idaho to become a major regional destination area.

The 1987 Idaho Leisure Travel and Recreation Study indicated that Idaho's Travel Region 1 (5 county area comprising the IPNF) was mentioned by leisure travelers to the State as the number one destination region of all the travel regions within the State (mentioned by 17.3% of all travelers).

This combination of an increasing demand for recreation opportunities, an outstanding scenic public land base and increasing private sector investment in recreation development, creates the opportunity for the IPNF to be in the forefront of outdoor recreation opportunities. It is our mission and purpose to serve the public in achieving the expectations that they seek while recreating.

Statement of Purpose

The purpose of this report is to provide information for the management team of the IPNF to develop a strategic plan to address the growing demands and dynamic changes of the recreation management program with a marketing oriented strategy to allow the IPNF to plan for the future for ....

> "The future is not what it used to be - what we are familiar with won't be here tomorrow - the trick is to adapt" (Drake, 1989)

The private sector has long recognized the marketing concept as a successful way to deal with changing customer needs by developing programs and strategies that provide for the ultimate goal - customer satisfaction.

The objectives of this report are....

To develop a Strategic Marketing Planning Process for the IPNF to use in the development of the Forest Recreation Marketing Plan.

To provide information on external and internal public perceptions of our recreation management program.

To compile and report research data on existing outdoor recreation use on the IPNF and future recreation consumption.

To provide information for recreation managers on methods to measure customer satisfaction.

THE MARKETING CONCEPT

Marketing has long been recognized in private business as a way to sell and advertise products. The concept of what marketing is today has evolved over the past 30 years into something much more. Theodore Levitt in his essay "Marketing Myopia", provided the catalyst for the fundamental changes in business marketing from a production oriented concept to a customer oriented outlook.

In 1960 the American Marketing Association (AMA) defined marketing as "the performance of business activities that direct the flow of goods and services from producer to consumer or user." In contrast the AMA in 1985 said ....

> Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and service to create exchanges that satisfy individual and organizational objectives. (Communication briefings, 1988)

Because of the past emphasis by business on increasing market share, promotion and selling, there is some internal resistance within the Forest Service to embrace marketing. After all, the idea of selling and promoting resources that are already crowded and overused is hardly something for Forest Service employees to get excited about and support. Some argue that marketing promotes commercialism, an extremely negative term in most public agencies, and they question the relevance and the ethical basis for using marketing techniques. (Syme, McLellan, Uysal, 1989)

The broader definition of marketing which focuses on the needs of customers and customer satisfaction is in no way inconsistent with the mission of the Forest Service. Marketing should promote awareness, understanding and positive satisfaction results with the various customers (publics) that we serve.

Marketing should not be a program or a separate function that supports the other activities of our organization. Marketing should be the underlying philosophy linking the many activities that we do in serving the public to produce customer satisfaction and to achieve our own objectives.

What Are We Marketing?

In recreation management and in most other faces of Forest Service management we are essentially a service operation. Although we produce tangible products (i.e. campgrounds, trails, roads, etc.) the end result of these is the service or experience we provide in developing these products,

Services have certain characteristics which differ from physical goods and these differences make our job of marketing and being a customer oriented agency more difficult.

Goods are tangible, you can feel, touch and possess them. A service is an intangible, it is an experience, a performance, it can be difficult to describe and measure.

A service is difficult to demonstrate prior to its taking place. There is an inseparability between production and consumption. There is a high degree of customer interaction which can affect the outcome of the satisfaction. We can always do our best at training our people to handle certain situations based on past experience, however until the real thing happens and the interaction takes place, the full effect is not realized.

Service expectations are more variable than product expectations. Goods can be mass produced to provide a high degree of homogeneity. The perception of service quality on the other hand can be affected by the

customers attitude, the inconsistency of behavior of our service personnel and changing environmental influences (i.e. rain!)

The most important thing to know about intangible products is that the customer usually doesn't know what he's getting until he doesn't (Levitt 1986). This means that customers may be only aware of dissatisfaction and not of success.

The first step in developing a marketing orientation is understanding the business that we are in and realizing the unique problems and opportunities that is presents. It requires a change in our outlook. We are not in the business of producing People At One Time (PAOT's) but rather serving our customers to meet their expectations.

Why Develop a Marketing Strategy?

If our goal is to provide for customer satisfaction and care for the land a marketing strategy can be the ideal tool that we need to reach that goal. Developing a marketing oriented strategy will help us to define our business, focus on our goals, know what our customers' needs and wants are and develop ways to evaluate how we are doing. Working our way through the marketing process will help keep us from becoming too comfortable in the way we always do things. It will force us to take a look at our actions and to argue the effectiveness of them in terms of our goals and objectives and our customers needs and wants.

Development of a marketing plan tells us where we are in relationship to our customers and our resources. Knowing where we are allows us to plan where we want to go.

Marketing oriented organizations in the private sector are generally the most successful and innovative. In their book, *The Service Edge*, Ron Zemke and Dick Schaaf describe 101 companies that profit from providing outstanding customer service. In a service oriented economy, those that put the customer first were the most successful.

A Passion for Excellence, authors Tom Peters and Nancy Austin note, "In the private or public sector, in big business or small, we observe that there are only two ways to create and sustain superior performance over the long haul. First, take care of your customers via superior service and superior quality. Second, constantly innovate. That's it." (Peters, Austin, 1985)

Marketing oriented agencies are usually more effective and efficient.

-They know what business they are in and define it in customer oriented terms

-They know their strengths and play to them. They do not try to be all things to all people.

-They know who their customers are and what their needs and wants are.

-They establish and regularly review market oriented objectives which most efficiently defines ways to provide customer satisfaction.

-They regularly evaluate their facilities and services and make corrections and improvements where necessary.

We can use marketing to help us in redistributing use from heavily used areas to lesser known areas (demarketing) or to bolster local economies through increased recreation use or different types of use, where appropriate.

The reasons are many for using marketing in the Forest Service recreation management program. However, the idea is not to develop a "marketing mania", in which we become obsessed with responding to the whim

of every customer. We have a dual role of service the public and caring for the land. Marketing can be an important tool in meeting both of these roles.

Although numerous books, articles and reports have been written on the marketing concept, the process can really be simplified into five steps.

1. Understand the business you are in and how it fits.
2. Learn all you can about your customer.
3. Decide what you can do to best satisfy the customer.
4. Do it!
5. Learn again all you can about your customers and make needed changes.

(Close, 1989)

STRATEGIC MARKETING PLANNING

Strategic thinking allows us to take a long range look at problem solving, to look at our external and internal environments to assess where we are and to map out strategies for achieving our goals. Strategic planning provides a way to cope with our changing environment.

Strategic Marketing Planning is "the process of maintaining a strategic fit between the organization's goals and capabilities and its changing market opportunities" (Syme 1987).

A Strategic Marketing Plan should analyze our external and internal environments to answer three basic questions:

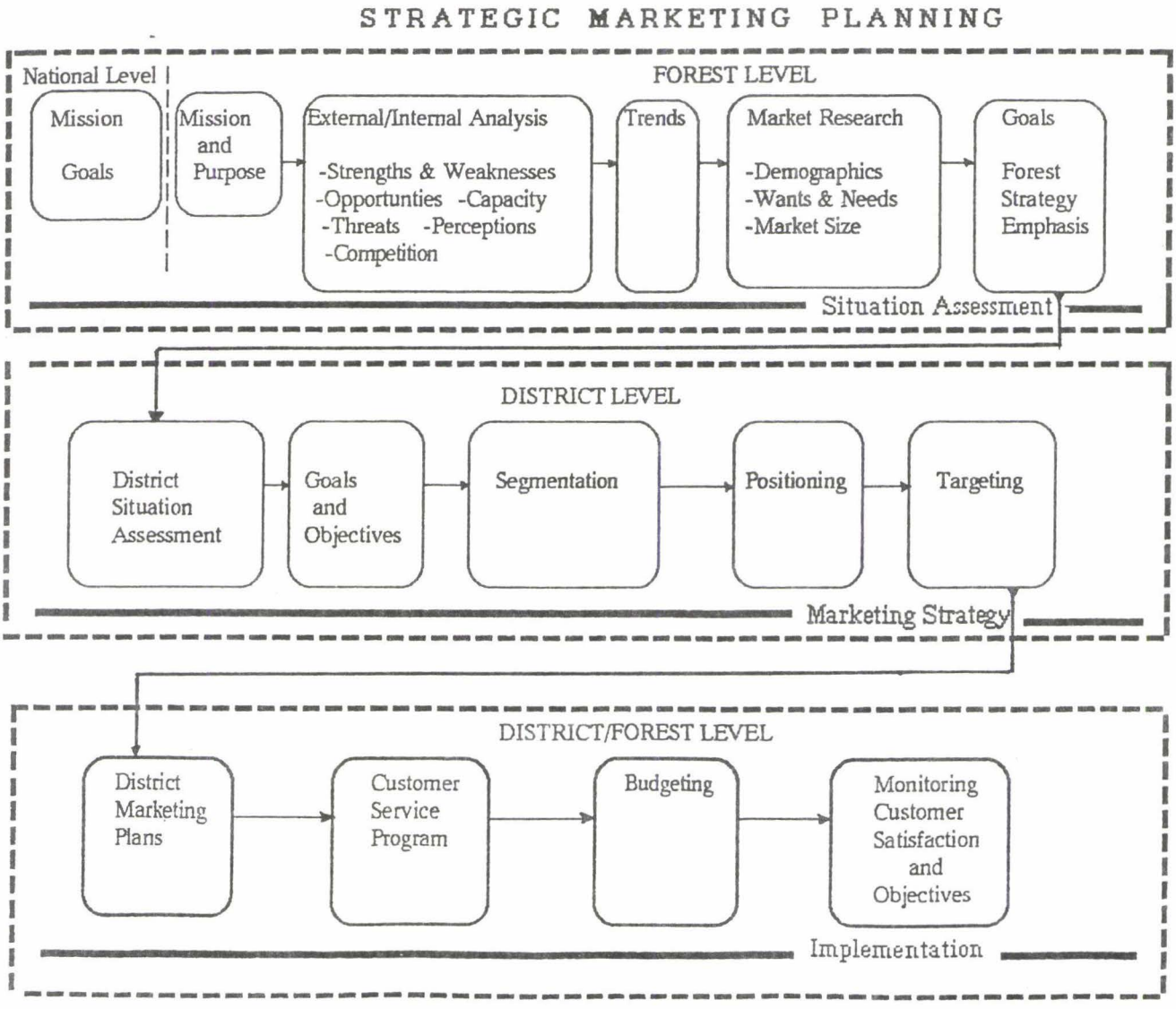
1. What will we do and for whom will we do it?
   Our recreation management mission and purpose.
2. What do we want to achieve?
   Our goals and objectives.
3. What are we going to do to achieve our goals and objectives?
   Our marketing strategy.

(Syme, 1989)

Strategic Marketing Planning Process

Figure 1 shows a Strategic Marketing Planning Process (SMPP) that has begun on the IPNF. Meeting have been held with our recreation management employees and the Forest Management team to begin the process. Questions such as the following have been raised: "What is our recreation management business?", "What is our mission?", "What are our strengths and weaknesses?" and "Where are we going and how do we want to do it?".

Figure 1


STRATEGIC MARKETING PLANNING
National Level
FOREST LEVEL
Mission
Goals
Mission
and
Purpose
External/Internal Analysis
-Strengths & Weaknesses
-Opportunties -Capacity
-Threats -Perceptions
-Competition
Trends
Market Research
-Demographics
-Wants & Needs
-Market Size
Goals
Forest
Strategy
Emphasis
Situation Assessment
DISTRICT LEVEL
District
Situation
Assessment
Goals
and
Objectives
Segmentation
Positioning
Targeting
Marketing Strategy
DISTRICT/FOREST LEVEL
District
Marketing
Plans
Customer
Service
Program
Budgeting
Monitoring
Customer
Satisfaction
and
Objectives
Implementation

The IPNF Mission and Purpose

The mission defines the purpose of the organization in terms of particular customer groups and needs (Syme, 1987). Certain criteria can be used to determine if our mission statement is effective. They include:

1. Does it define our business?
2. Can it be done?
3. Can people get behind it?
4. Does it make us better or distinctive?
5. Is it targeted to particular customers?
6. Does it define the needs of our customers?
7. Does it say how we will do it?

(ABC's of Marketing in Natural Agencies, 1989)

The IPNF Marketing Group has begun work on development of the IPNF mission and goals. The group has also been working on defining the business we are in as recreation managers. Suggestions for defining the business we are in include:

> Our job is to provide satisfying outdoor recreation experiences for the publics that we serve. The expectations that they seek while recreating on the Idaho Panhandle National Forests are met.
>
> We are partners with private, state, local and other federal agencies in the Inland Northwest in providing recreation experiences and opportunities. We will compliment our partners in this effort.
>
> Through education, communication and professionalism, the Idaho Panhandle National Forests will be an example of an agency concerned with environmental values and awareness.
>
> By listening and being customer oriented, we will be in touch with our diverse and changing publics.

Internal and External Analysis

The IPNF has many different publics which can influence the success of any marketing strategy undertaken by the Forest. A marketing oriented agency will look not only outward but also inward to assess key publics, the general public and employees to develop strategies to meet the needs of the various groups.

To assess our employees perceptions of how they felt our publics view our outdoor recreation program as well as their personal feelings on the programs, meetings were held to survey IPNF recreation employees and other area Forest Service personnel. This internal analysis focused on the recreation program strengths and weaknesses both from a public point of view and as how we perceive ourselves. Opportunities and threats to the program were also assessed.

In addition, key and general publics were asked through a survey questionnaire to give their point of view on recreation management on the IPNF and our overall management on the Forest.

Internal Assessment

Every organization has strengths and weaknesses both known and unknown by our customers. These attributes are used to judge how we are doing or how we are perceived.

Strengths, weaknesses, opportunities of and threats to the IPNF recreation program were assessed through a variety of different methods. In two separate meetings, one at Sun Valley, Idaho in October of 1989 and one at Coeur d' Alene, Idaho in January of 1990, strengths and weaknesses of our region and agency were developed. The Sun Valley meeting included Forest Service personnel from throughout Idaho. The Coeur d' Alene meeting was comprised of IPNF personnel. The format for the Coeur d' Alene meeting is shown as Appendix 1.

Additional information on strenghts and weaknesses were derived from the Idaho Leisure Travel Study conducted in 1987 by the University of Idaho and an informal survey of IPNF personnel conducted in 1988.

What We Think The Public Perceives As Our Strengths and Weaknesses

STRENGTHS	WEAKNESSES
Setting	
We have large uncrowded lakes	There are too many clearcuts
We have unique wildlife species such as the Grizzly Bear and Woodland Caribou	Locals lack of disposable income for leisure activities
The abundance of snow offers year-round recreation opportunities	Some take beauty for granted
A large public lands base to recreate on	Images we have saddled ourselves with -Aryan Nations influence -Grass burning
Large free flowing rivers are abundant	
Good Fishing	
Clean Air	
Good Hunting	
Scenic roads good for sightseeing	
Proximity to Spokane	
Facilities	
A variety of historical sites to visit	Poor signing
An extensive road system to access recreation opportunities	Smelly toilets
Interstate 90 brings travelers thru area	Lack of tourist information centers
An abundance of developed recreation sites	Developed recreation sites are at capacity
Private resorts and recreation sites	Poor facility maintenance
	Inadequate trail systems
	Sewage disposal problems on lakes
	Lack of urban trail systems
	Poor State Highway system
	Lack of public access and parking
	District office signing
	Forest boundary signing
	Need more cross-country ski trails
Services	
Good range of interpretive programs	Too much of a law enforcement attitude
Knowledgable employees	Not open when customers need you
Friendly employees	Lack of programs for special groups

What We Perceive Ourselves Of Our Strenghts and Weaknesses

STRENGTHS	WEAKNESSES
Personnel	
Knowledgeable employees	Lack of knowledge of customers expectations
High energy employees	Communication between providers
Dedicated employees	Resistance to change
Diversity of employees	Lack of recreation mgt. training
Outstanding volunteer program	Can't do attitude among some
Professional attitude	Resistance to change
Non political	Not responsive to publics time schedule
	Agency not listening to what the people want
Operations	
Pretty good communication between different recreation providers	Lack of coordinated marketing plans between recreation providers in North Idaho
R-1 Travel Committee a plus group to coordinate and communicate with	Lack of regional planning
Recreation initiatives by USFS	Lack of reasonable budget to accomplish needs in recreation
Partnerships with local groups	Lack of emphasis by Mgt. team in recreation management
	Lack of knowledge of customers' wants and needs

Opportunities For The Recreation Program

Increase campground services with addition of showers and electrical hookups at some sites.

Have office hours be more flexible at Ranger Stations to accomodate recreation customers when they are out recreating

Install signs on highways and interstates telling people where we are

Use timber projects to develop cross-country skiing and snowmobile trail opportunites

Do a better job of sharing recreation information with other agencies and offices (i.e. chambers, State Department of Parks and Recreation)

Make sure Forest Service is represented at Region 1 Travel Council Meetings

Review recreation signing needs on the Idaho Panhandle National Forest

Continue to encourage partnerships

Hold a quarterly or semi-annual meeting of all recreation providers in Idaho Travel Region 1 to exchange information

Threats To The Recreation Program

Attitudes of employees towards recreation management

Lake pollution from overuse

Declining budgets

Our image as a timber management agency

Increased recreation use and pressure without increase in budget

Excessive emphasis on one resource over another

No cooperation amongst the major players

External Assessment

To map out a strategy on where you want to go it is first important to find out where you are. Perception analysis is a way to assess strengths and weaknesses and how people feel about certain issues. It gives us a gauge or a starting point from which we can plan where we want to be. When we do an external perception analysis, we are relying on the public to give us their feelings on how they think about us as an agency. Finding out what our customers think about us is another step in becoming a customer oriented organization.

An external perception analysis of recreation management on the IPNF was conducted using a questionnaire survey(Appendix 2). The survey was conducted through three different means. 62% of the surveys were completed at focus group meetings in communities throughout North Idaho and in Spokane, Washington. 15% were completed over the phone in a random telephone survey of households in the Inland Northwest, and 19% were mailed out to various community leaders and returned after being completed. A total of 168 questionnaires were filled out and used in the analysis.

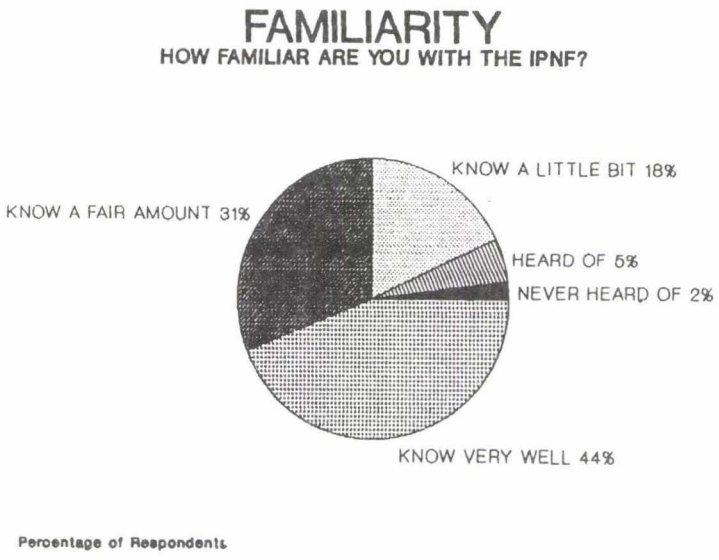
The survey was designed to assess the public's perception on a variety of issues relating to recreation management and the general impression on our overall job of resource management.

The survey was not conducted in a totally random nature. Certain areas within the IPNF's sphere of influence, such as Benewah County and Spokane County did not have enough surveys conducted to give a true picture of populations within those areas. Out of state and Canadian publics were not sampled at all. Gender of respondents was not representative of the Inland Northwest population.

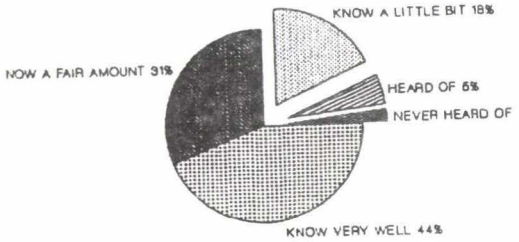
With those disclaimants noted, the survey was intended to sample Inland Northwest residents who represent various interest groups found in our area. A wide variety of focus groups were surveyed. For the first time, the Forest does have a sample of perceptions from communities throughout the Forest. The important point when reviewing the analysis is to look beyond a percentage point here or there and to look at the patterns.

Familiarity

Figure 2


FAMILIARITY
HOW FAMILIAR ARE YOU WITH THE IPNF?
KNOW A LITTLE BIT 18%
KNOW A FAIR AMOUNT 31%
HEARD OF 5%
NEVER HEARD OF 2%
KNOW VERY WELL 44%
Percentage of Respondents

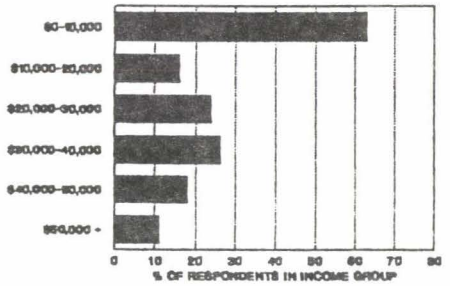
FAMILIARITY



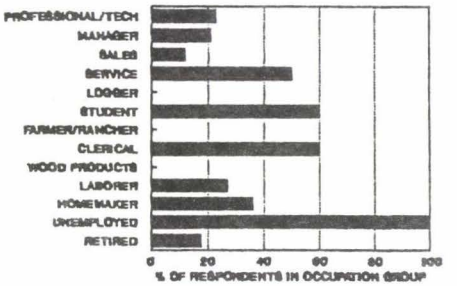
FAMILIARITY - KNOW A LITTLE BIT/HEARD OF/NEVER HEARD OF

RESPONDENT PROFILE

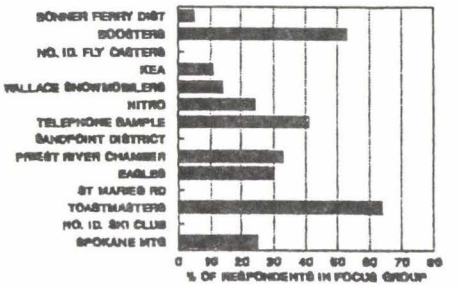
INCOME



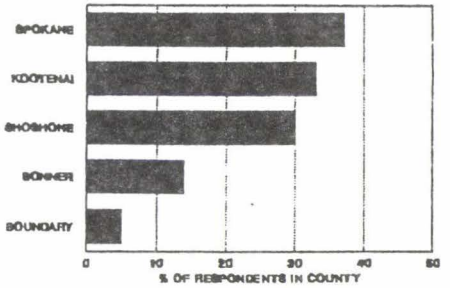
OCCUPATION



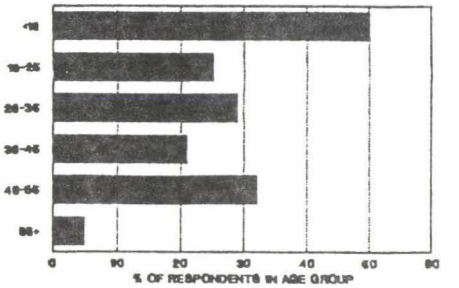
FOCUS GROUP



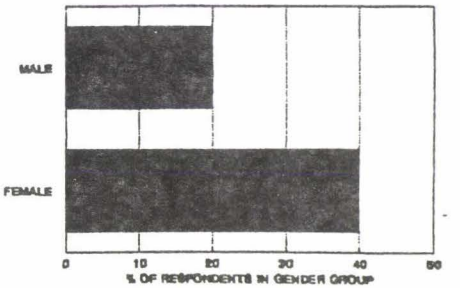
COUNTY OF RESIDENCE



AGE



GENDER



Bar graphs represent a % of all participants in survey

Figure 3

Familiarity is used to determine how well we are known in the marketplace in terms of name identification. Respondents were asked how familiar they were with the IPNF. Results are shown in Figure 2. As shown in the chart, the IPNF has a high amount of familiarity with residents of North Idaho and Eastern Washington. At least 98% of all respondents had at least heard of the IPNF with over 40% knowing us very well. These high percentages may however be somewhat misleading. Figure 3 shows a profile of respondents who responded with "know a little bit/heard of/never heard of" to the familiarity question. This profile is comprised of a high percentage of focus group respondents who could be considered as "the general public" (Boosters, Toastmasters, telephone sample). These groups do not have direct ties to Forest Service activities that some of the other focus groups have such as the North Idaho Trail Riders Organization or Kootenai Environmental Alliance with whom we have much more frequent contact.

The sample would tend to indicate that while our overall familiarity rating is high in the sense that the public has at least heard of us, only about 35%-45% of the general population would know us a fair amount or very well. Some trends noted in the sample include:

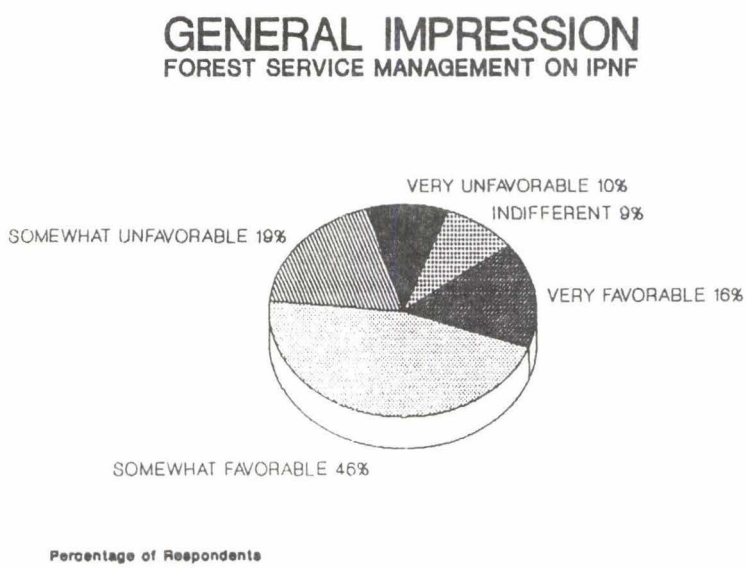
The overall high percentage of familiarity indicates the large role that the IPNF plays in the lives of residents in the area, for not only their recreational needs but also in providing their means of livelyhood.

Males have a substantially higher familiarity with the IPNF than do females.

The counties with a higher urban population had less familiarity.

Favorability

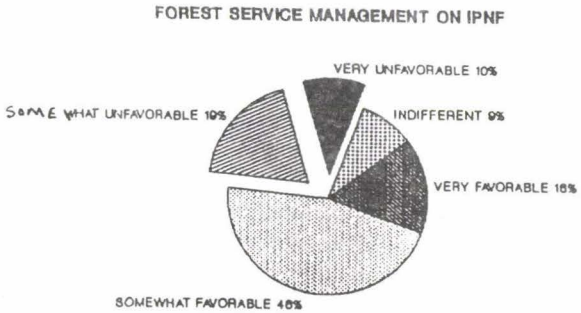
Figure 4



Favorability was assessed to find out the impression our customers have of overall resource management on the IPNF. Respondents were asked to best describe their general impression of Forest Service management on the IPNF with a favorability scale. The range of values were from very unfavorable to very favorable. Figure 4 shows the results. A combined percentage of 62% of the respondents rated us as very or somewhat favorable with 29% having a somewhat or very unfavorable rating. A profile analysis of the unfavorable respondents (Figure 5), shows that a high percentage of this profile is comprised of focus groups from the Silver Valley (NITRO, Wallace Snowmobilers and Boundary County.

As a companion to the favorability question, respondents were asked to comment on the reason for their favorability impression. Those responses are listed in Appendix 3. 78% of respondents who described a reason for their very or somewhat unfavorable rating of the IPNF indicated timber management practices as the basis for their feelings. Clearcutting was mentioned most often as a practice they would like to see eliminated or reduced. 38% of repondents who gave the IPNF a somewhat favorable rating indicated the only reason for being somewhat favorable was because of clearcutting. Boundary County residents tended to mention road closures and threatened and endangered species management as the reason for their displeasure.

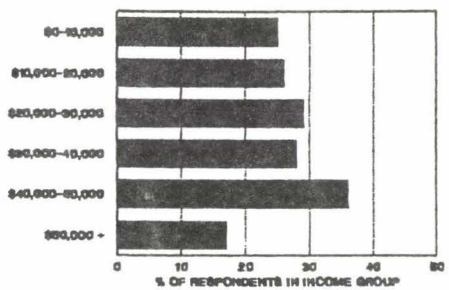
Respondents who listed reasons for a very favorable rating based them mainly them mainly on contact with Forest Service personnel and the balance that the IPNF provides in managing a multitude of different resources.



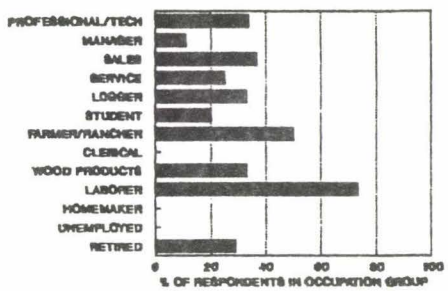
FAVORABILITY - VERY/SOMEWHAT UNFAVORABLE

RESPONDENT PROFILE

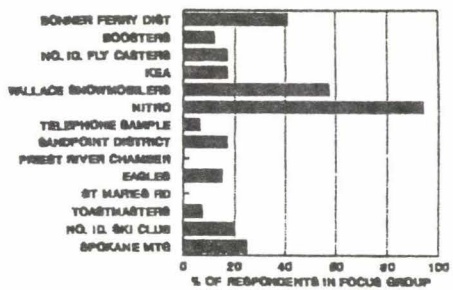
INCOME



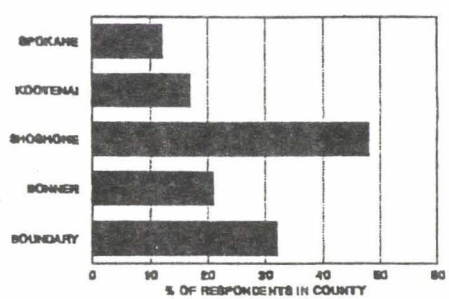
OCCUPATION



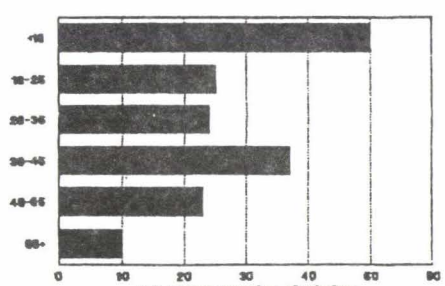
FOCUS GROUP



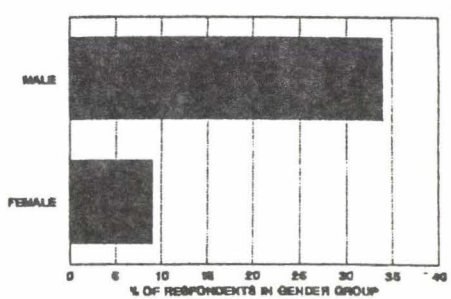
COUNTY OF RESIDENCE



AGE



GENDER



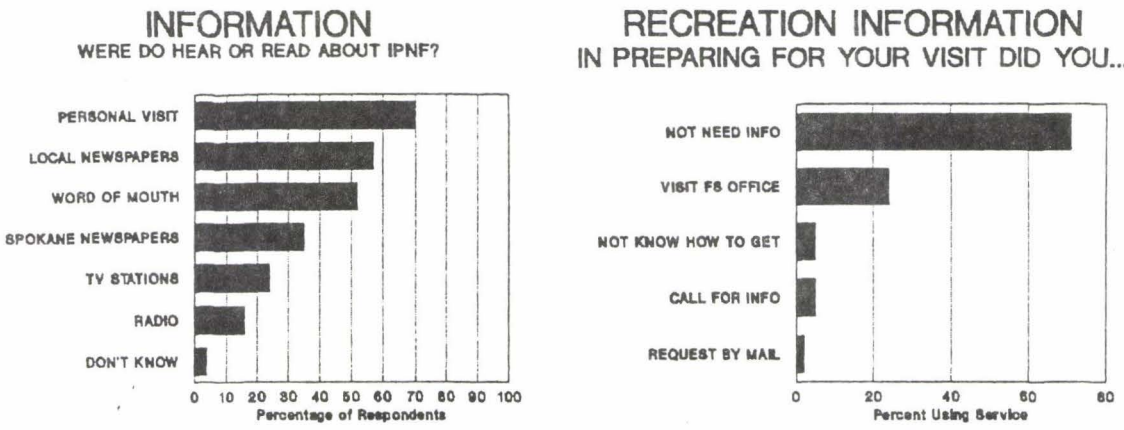
Bar graphs represent a % of all participants in survey

Figure 5

Information Sources

Figure 6

INFORMATION SOURCES



Two questions were asked in relation to obtaining information on the IPNF, how people obtained information about the IPNF in general and when planning their recreation activities which information services did they use. Responses to these questions are shown in Figure 6.

Personal visits, local newspapers and word of mouth were the three most frequently cited sources where residents heard or read about the IPNF. All three of these sources were relatively close in percentage. The frequency of personal visits and word of mouth as information sources suggests that the positive or negative experiences a visitor has while on the IPNF plays a very important role on how the image or perception of the IPNF is passed on to future potential users of the Forest.

The second question regarding information services used prior to participating in a recreation activity on the Forest, indicates that local residents by and large do not need information prior to recreating on the IPNF. Their familiarity with the area eliminates the need to call, write or visit Forest Service offices. Relatively few of the local residents sampled used services offered by the IPNF. Those that did indicate they used a Forest Service information source in planning their trip point to visiting Forest Service offices as the main source of information.

A similar study conducted during the Idaho Leisure Travel and Recreation Survey showed that Friends/Relatives-Word of Mouth (48.3%) and Prior Travel (45.7%) were the two most important

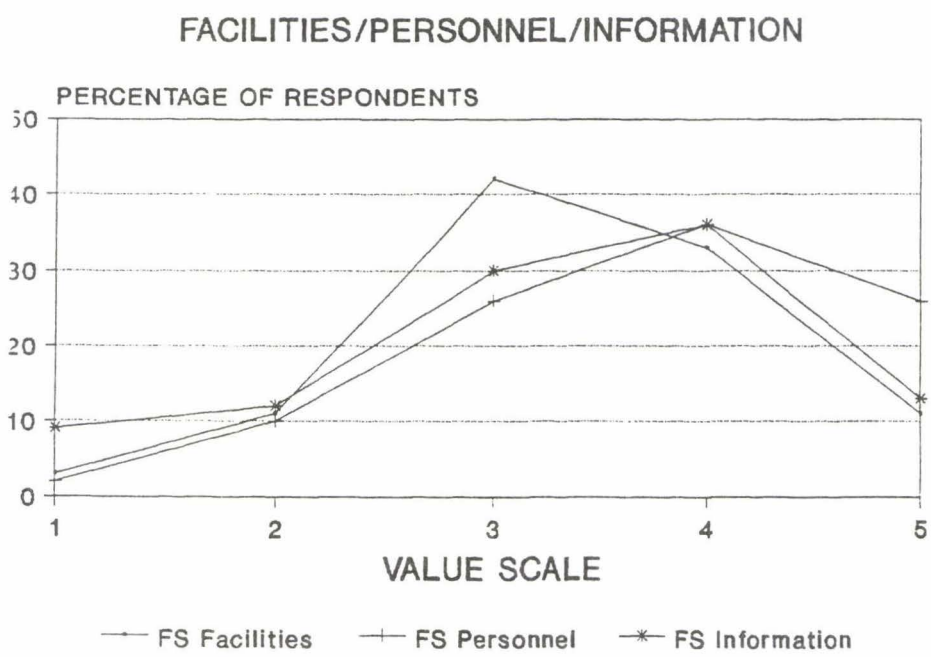
sources of information for travelers visiting the region. Newspapers were used infrequently (6.9%) by travelers to the region as an information source.

Both surveys indicate that if the IPNF wishes to carry a message or promotional program to both residental and out-of-region visitors than contacting them while they are actually visiting the Forest is the most reliable way to do so. Newspapers both local and regional as well as television spots are much more effective for residental users.

Recreation Facilities/Forest Service Personnel/Forest Service Information

Each of the respondents was asked to rate their general impression of Forest Service facilities, personnel and information using a five point scale with one being the low end and five being the high end for various descriptions. Responses are shown in Figure 7.

Figure 7



Although the categories are fairly broad in nature there were some significant distributions of responses. According to the survey, Forest Service facilities (i.e. campgrounds, toilets, trails etc.) were rated about average in the way they were maintained. The median score for facility maintenance was 3.5

Forest Service personnel received very high marks. Comments received indicated that customers generally liked the way they were treated when recreating on the IPNF and felt that personnel were very helpful. The median score for helpfulness of Forest Service personnel was 3.9.

Forest Service information was rated on the informative value of brochures, road signs and maps on the IPNF. Information received the most number of 1's (lowest point value) of any of the three categories rated. Most notably road signs were mentioned by respondents who felt that IPNF information was lacking. Some respondents felt that even with road numbers and a map they still could not find their way through the maze of forest roads. Several respondents pointed out the need for better signing at road closures. The median score for Forest Service signing, brochures and other forms of information was 3.5.

Recreation Participation

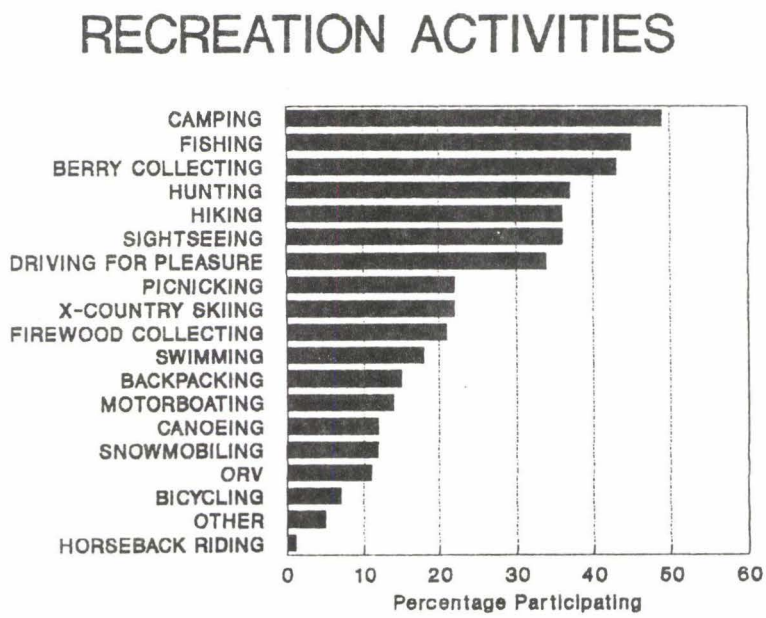
91% of all respondents said they had participated in a recreation activity on the IPNF within the past year with an average of 13.4 trips within the year. This high percentage of participation shows the importance that the IPNF has in providing recreation experiences for residents of North Idaho and Eastern Washington. Although many of the surveys were taken at focus groups of users of the IPNF which would naturally have a high degree of participation there was no decrease in recreation use by respondents contacted through random telephone surveys or at organizations with no ties to Forest Service recreation use.

The average number of trips on the IPNF to participate in recreation activities also points out that recreating on National Forest lands is not an occassional endeavor but a major componet of respondents leisure activity schedule.

Figure 8 shows the recreation activity profile of all respondents to the questionnaire. The sample gives a picture of recreation activity preferences for residents of the Inland Northwest, particularily North Idaho.

Recreation Activities

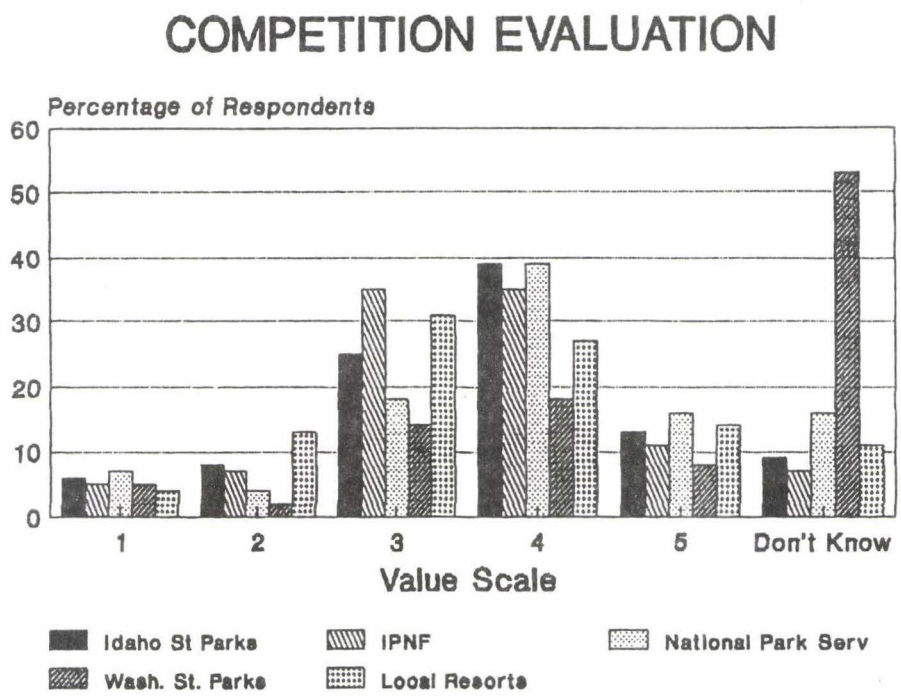
Figure 8



Competition

Providers of recreation services in the Northwest were rated by respondents as to their impression of the level of quality that the agencies or businesses provided in serving the recreation visitor. Five agencies or businesses were rated with a value scale of one to five with one being the lowest quality level and five being the highest. Respondents were also able to circle "Don't Know" if they were not sure of the answer. Results are shown in Figure 9.

Figure 9



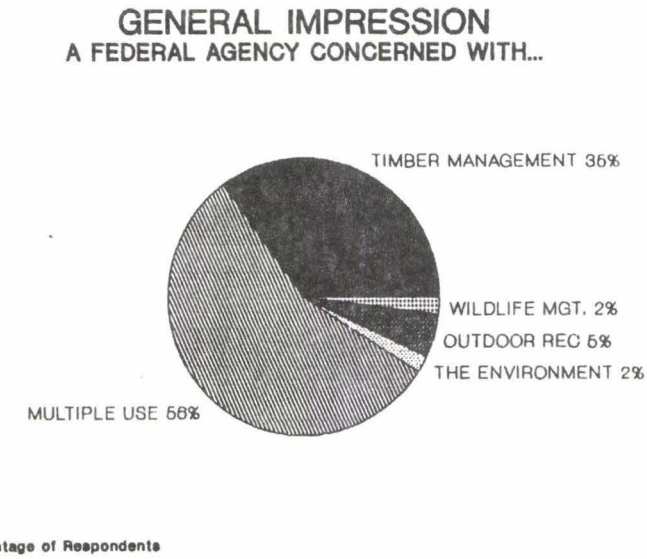
Again the IPNF did well on familiarity as it received the fewest "Don't Know" responses of all the choices while Washington State Parks received over 50% affirmative response to "Don't Know". Not suprising since 95% of the respondents were from Idaho.

The overall trend in the responses indicated the National Park Service and the Idaho Department of Parks and Recreation as providing an overall higher quality of recreation service than the IPNF. The differences however were slight and based on sample size and method could be insignificant.

Local resorts showed a suprisingly higher level of low end responses than the other choices.

What Agency is Concerned With

Figure 10

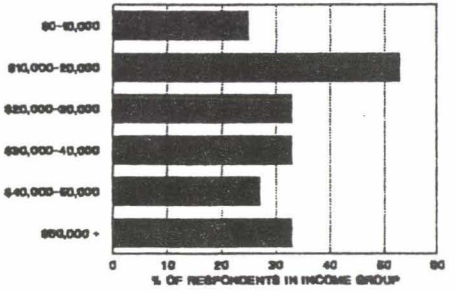


Respondents were given a range of management emphasis that the IPNF was concerned with and asked to choose which one best fit their impression. As shown in Figure 10, 56% of the sampled selected mulitiple use as the one management emphasis we were most concerned with. The next highest category was timber management with 35% of respondents. Figure 11 shows a profile of those who selected timber management. Focus groups with an environmental emphasis were well represented in the profile but so were other general groups such as the Toastmasters, Sandpoint District respondents and the Priest River Chamber of Commerce.

AGENCY CONCERNED WITH....TIMBER

RESPONDENT PROFILE

INCOME



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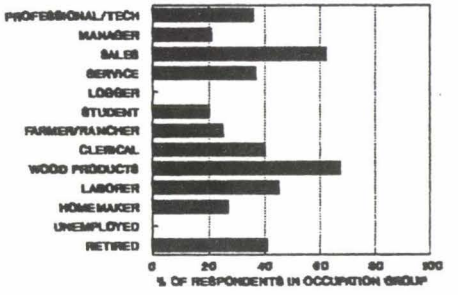
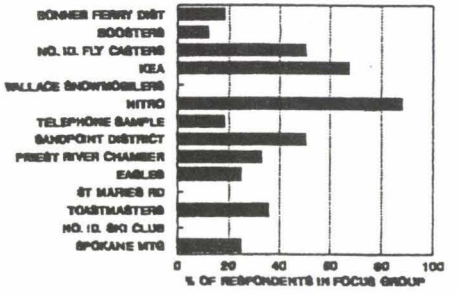
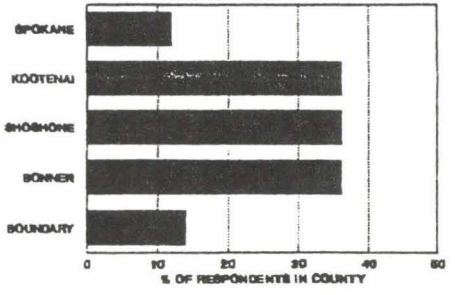


FOCUS GROUP



COUNTY OF RESIDENCE



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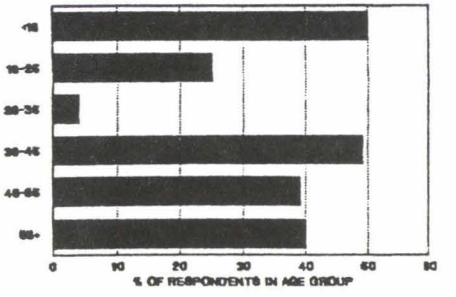

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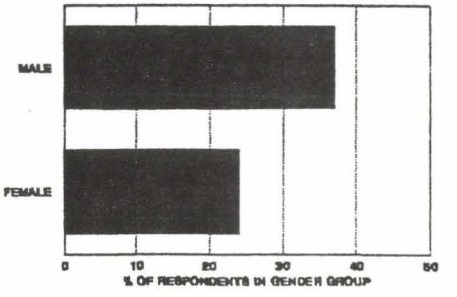


Bar graphs represent a % of all participants in survey

Figure 11

Trends

Trends are valuable part of the strategic marketing process because it gives us a window on the future as to what we might expect and what we should be planning for. Trends can be a look at the past to see how far we have come or a look ahead to see what's on the horizon.

General trends affecting the national recreation picture include:

> An expectation of continued rapid growth in near-to-home recreation demand.
>
> A continued growth and demand in the number and diversity of trail enthusiasts.
>
> Todays seniors, those turning 65 by 2007, will remain more active outdoors than earlier generations. In 1985 seniors outnumbered teens for the first time in history and the gap is widening.
>
> The "baby boomers" are entering middle age and discretionary income is expected to be greater than ever. More people, more free time, and longer life spans all mean more demand for outdoor recreation.
>
> Increases in participation are most likely to occur in activities such as bicycling, canoeing, kayaking, camping, downhill skiing, backpacking, ice skating, and snowmobiling.
>
> A leveling of participation is seen in boating, horseback riding, fishing, swimming, picnicking, driving for pleasure and ORV use.
>
> Decreases in participation are expected for hunting and nature study activities.
>
> (McLellan, 1986,1989)

From a regional level, the Pacific Northwest Outdoor Recreation Consumption Projection Study published a report in December of 1989 to forecast recreation activity consumption to the year 2010 for the Pacific Northwest. Results of the survey for the five county area encompassing the IPNF are shown in Table 1. Three scenarios of anticipated growth were developed in the study. The results shown are for the upper limit of possible activity consumption anticipated during the projection period.

Table 1

Recreation Consumption Projection Study(Region 13)

Recreation Activity	Weighted Average Growth(%) Year 2000	2010
Fishing From A Boat	10	22
Fishing From A Bank or Dock	11	24
Swimming or Wading at a Beach	12	32
Water Skiing	13	32
Sailing	29	82
Wind Surfing/Sailboarding	16	44
Non-Motorized Boating(Rivers)	26	72
Non-Motorized Boating(Lakes)	20	56
Power Boating(Lakes)	11	25
Power Boating(Rivers)	10	24
Visiting The Beach	19	51
Nature Study/Wildlife Observation	15	37
Outdoor Photography	18	51
Visiting Interpretive Centers	18	49
Day Hiking On Trails	18	49
Backpacking(On Trails)	13	33
Backpacking(Off Trails)	15	39
Climbing/Mountaineering	14	37
RV Camping	10	24
Tent Camping w/Motorized Vehicles	11	27
Camping By Boat	12	26
Organized Group Camping	10	25
Horse Camping	9	23
Snowmobiling	9	24
ATV Riding on Snow	12	35
Downhill Skiing	15	32
Cross-Country Skiing	11	26
General Snowplay	12	33
Motorcycling Off Road	8	23
ATV Riding	8	23
4-Wheel Drive Vehicles(Off Road)	8	24
Bicycle Riding(On Road)	19	51
Bicycling(Off Road)	24	64
Horseback Riding	9	19
Picnicking	13	37
Sightseeing	10	26
Bus Touring	8	20
Hunting Big Game	6	16
Bow Hunting	6	19
Hunting Upland Birds/Waterfowl	1	4

*Pacific Northwest OutdoorRecreation Consumption Projection Study - 1989

Estimations of Recreation Visitor Days (RVD's) for the past four years on the IPNF are shown in Table 2. The validity of the statistical accuracy of many of the estimations is questionable however the trend overall shows an increasing use of the IPNF for recreational purposes. The most reliable estimation is for the Camp/Picnic/ Swim category which shows an 18.9% increase over the past four years.

TABLE 2 - Recreation Visitor Days on the IPNF(1986-89)

Year	Camp Picnic Swim	View Scene	Hiking, Horse Travel	Winter Sports	Resorts Cabins	Hunt	Fish	Non-Consum F&W/L	Other Rec Activity	Total
1986	448.1	494.4	107.9	38.5	111.5	167.1	107.8	4.2	189.9	1669.4
1987	424.5	722.2	125.5	53.9	112.7	181.4	114.4	19.7	170.0	1924.3
1988	435.4	563.1	106.5	46.2	116.9	181.3	121.6	9.6	158.9	1739.5
1989	532.7	729.1	127.2	62.8	66.9	221.0	152.5	20.9	186.4	2099.5
%Inc	18.9	47.5	17.9	63.2	-40.0	32.3	41.5	397.6	-1.8	25.8

* Recreation Information Management Data (RIM)

Market Research

Market research is the fuel for a marketing program. Without an ongoing market research program the feedback that is important to the marketing process dries up. Market research can be available through a variety of sources. The University of Idaho has recently completed an analysis of leisure visitors to the State, Oregon State has completed an analysis of recreation consumption in the Pacific Northwest and the SE Experiment Station recently conducted an on-site survey of recreation users on the Priest Lake Ranger District. Districts can use visitor logs, fee envelopes, campground hosts or a variety of other means to collect information. Appendix 4 shows an example of recreation needs information obtained at a focus group meeting of community leaders in Priest River, Idaho in the Spring of 1989.

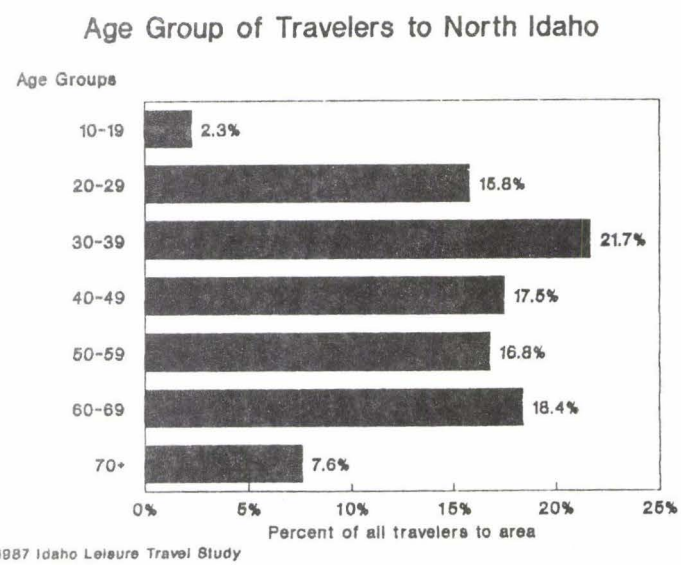
Further market research needs to be completed. Surveys that would focus on customer preferences for recreation opportunities or experiences would be helpful. The Forest or Districts could obtain further formal survey information either through contracting with a local university or by conducting their own survey using the CUSTOMER survey form developed by the SE Experiment Station, which is pending approval by OMB for use by National Forests. Information on obtaining customer satisfaction information using CUSTOMER and other methods will be presented later in this report. An important point to remember in marketing and conducting surveys is that the results are able to be tied back to a particular group or segment of the population. This concept is discussed in the next section.

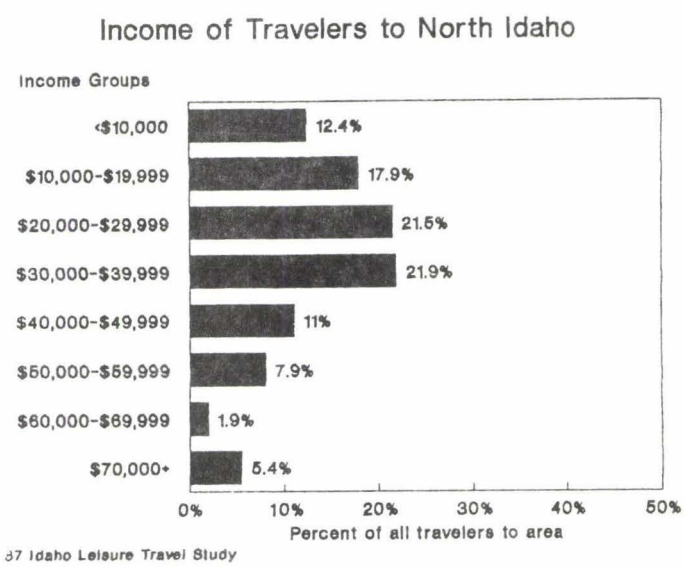
Segmentation

Segmentation is the process of dividing a market into distinct and meaningful groups which might merit separate products, services and/or marketing mixes. By segmenting a market, the Forest or Ranger District can choose the group(s) where it can be the most effective in achieving its goals and objectives. Markets can be segmented by:

Geographic variables (region, county, climate)
Demographic variables (Age, gender, income, occupation, education)
Behavioristic variables (loyalty, frequent/infrequent user, type of use)
Psychological variables (life style, social class, personality)

Figure 12 & 13





Several of these variables on the IPNF can be defined through market research which has taken place over the last few years. The Pacific Northwest Outdoor Consumption Projection Survey completed in 1989 provides information on a wide variety of customer segments. Table 3 derived information from this study to show the occupation of recreation participants to the five counties of Region 13 (Boundary, Bonner, Kootenai, Shoshone, Benewah) by activity type. The Idaho Leisure Travel Study which collected data throughout the State in 1987 to determine who Idaho's leisure travelers were. Figures 12 and 13 provide information from the Idaho study on income and age of travelers to the five county area of Northern Idaho. Table 4 shows information on the present amount of activity occassions occuring in North Idaho by recreation activity.

Table 3

Occupation of Participants in Recreation Activities(%)-Region 13

Occupation	Fish	Water Activ	Nature Activ	Hike	Camp	Winter Activ	ORV's	Non-Motor	Sightsee	All Hunt Activ
Prof/Mgr	23	28	30	29	28	25	21	34	27	24
Technical	11	15	10	14	11	9	17	18	9	11
Service	9	14	6	8	8	7	10	5	9	5
Farming	1	1	3	2	1	3	2	2	2	3
Crafts	4	3	3	3	4	2	2	3	3	4
Laborers	14	7	18	12	15	18	25	13	14	23
Homemaker	13	13	15	15	16	18	15	10	11	13
Student	2	2	1	0	5	4	1	3	2	3
Retired	12	11	8	10	5	8	2	2	14	11
Unemployed	8	4	4	5	4	2	5	3	7	3
Self-employ	3	2	2	2	3	4	0	7	2	0
Total %	100	100	100	100	100	100	100	100	100	100

* Pacific Northwest Outdoor Recreation Consumption Projection Study - 1989

Table 4

Present Level of Use By Recreation Activity (M/Year)
Boundary,Bonner,Kootenai, Shoshone, Benewah Counties

Activity	No. Trips Taken (In Thousands)	Avg Group Size	Avg Duration Trip (Days)	Activity Occasions (Thousands)
Swimming at a Beach	106.5	3.6	1	383.4
Walking	80.5	2.8	1	225.4
Nature Study	79.5	3.1	1	246.5
Sightseeing	74.6	2.9	1	216.34
Visiting Beach	54.5	3.6	1	196.20
Fishing From A Boat	54.2	2.7	1	146.34
Fishing From A Bank	54.1	2.7	1	146.07
Day Hiking	49.4	2.8	1	138.32
Sledding	44.6	3.4	1	151.64
Picnicking	40.9	2.9	1	118.61
Snowmobiling	39.1	3.4	1	132.94
Power Boating - Lake	38.6	3.6	1	138.96
Hunting Big Game	35.0	2.3	1	80.533
Outdoor Photography	34.3	3.1	1	106.33
Horseback Riding	32.2	2.2	1	70.84
Downhill Skiing	31.7	3.4	1	107.78
RV Camping	27.7	4.3	2	119.11
Tent Camping	21.4	4.3	2	92.02
ATV's	21.2	2.5	1	53.00
Motorcycling - Off Road	20.8	2.5	1	52.00
Waterskiing	17.5	3.6	1	63.00
Non-Motorized Boating - Lake	17.3	3.6	1	62.28
Cross-Country Skiing	16.4	3.4	1	55.76
Visiting Interpretive Centers	16.1	3.1	1	49.91
Hunting Upland Birds	15.2	2.3	1	34.96
Four Wheeling	14.9	2.5	1	37.25
Power Boating - River	12.8	3.6	1	46.08
Bicycle Riding - Off Road	10.7	2.2	1	23.54
Non-Motorized Boating - River	6.7	3.6	1	24.12
Bow Hunting	5.6	2.3	1	12.88
Backpacking - On Trails	5.2	2.8	2	29.12
Climbing	5.2	2.8	1	14.56
Sailing	3.8	3.6	1	13.68
Backpacking - No Trail	3.2	2.8	2	17.92
Camping By Boat	3.1	4.3	2	26.66
Windsurfing	2.9	3.6	1	10.44
Horse Camping w/o Pack Stock	2.0	4.3	2	17.2
Horse Camping w/Pack Stock	1.7	4.3	2	14.62

* Pacific Northwest Outdoor Recreation Consumption Projection Study - 1989

Ranger Districts can further segment identified groups to provide more site specific information to implement their marketing strategy. Market research conducted on the Priest Lake Ranger district during 1987 through the Public Area Recreation Visitor Survey (PARVS), furnished information on visitor demographics, preferences and use patterns. An example of segmenting the Priest Lake District's developed camping site population is shown in Figures 14 and 15.

Figure 14

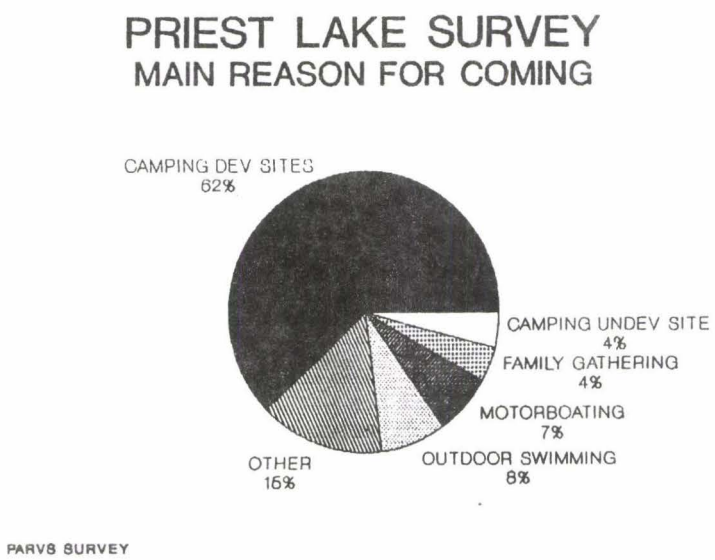
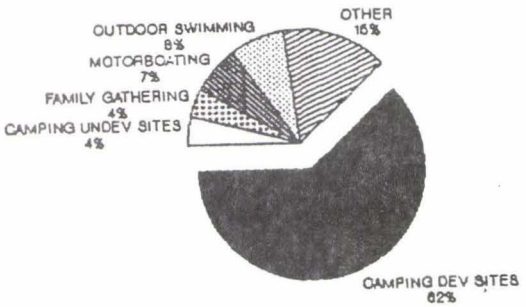


Figure 15

PRIEST LAKE PARVS SURVEY

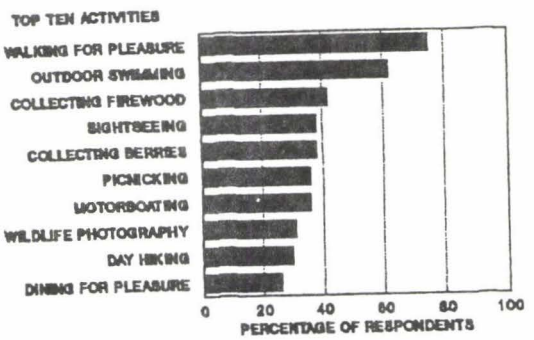
DEVELOPED CAMPSITE VISITOR PROFILE

PRIEST LAKE SURVEY
MAIN REASON FOR COMING



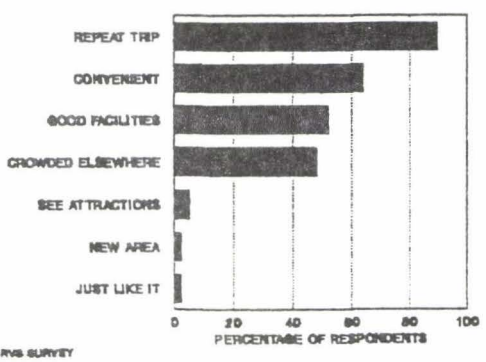
PARVS SURVEY

RECREATION ACTIVITY PROFILE
PRIEST LAKE CAMPERS



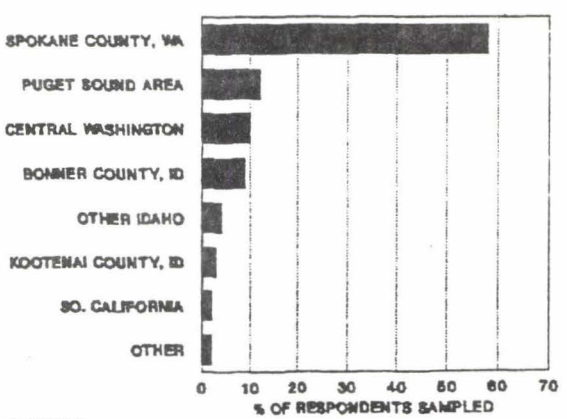
PARVS SURVEY

REASONS FOR CAMPING AT PRIEST LAKE



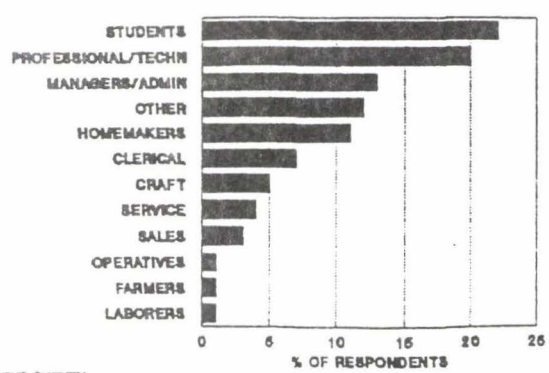
PARVS SURVEY

PRIEST LAKE VISITOR ORIGIN



PARVS SURVEY

OCCUPATION
PRIEST LAKE CAMPERS



PARVS SURVEY

CUSTOMER SATISFACTION

An important part of becoming a customer oriented organization is putting the emphasis on providing for customer satisfaction. The National Recreation Strategy states that customer satisfaction will be a prime goal. It will receive attention equal to that given good land stewardship.

The most common characteristic of outstanding service providers is their dedication to measuring customer satisfaction and using the results to guide operations (Zemke,Schaaf, 1989). Given that providing and knowing what customer satisfaction is becomes one of our prime goals, than exactly what is it and how do we measure it?

What Is Customer Satisfaction?

Customer satisfaction is the outcome of the service that we provide. Services, because they are intangible are more difficult to describe and evaluate. To know if we are providing customer satisfaction means we should find ways to effectively measure or monitor the level of customer satisfaction.

Everyone that starts off on a vacation or visit to the IPNF comes with a set of expectations about their trip. Whether it be the relaxation of a day spent on a beach or the exhiliration of testing ones skills and endurance in a Wilderness setting, the difference between expectations and the perception of what the experience was really like can have an influence on customer satisfaction.

Most theories and conceptional models concerning recreation satisfaction include ideas related to the fulfillment of an individual's needs, preferences and expectations.

> Quality of wilderness recreation can be judged only by examining the extent to which the motivations and objectives of the visitor...are fullfilled (Stankey, 1972)
>
> the key to managing a recreation system involves maximizing the degree to which recreational opportunities are congruent with user aspirations....amount and level of user satisfaction will depend upon this congruency (Driver, et al., 1974)
>
> Consumer perceptions of service quality result from comparing expectations prior to receiving the service and actual experiences with the service (Berry, Zeitham, Parasuraman, 1985)

Dorfman (1979) suggests that the degree to which a valued resource such as scenic beauty is present has more to do with measuring customer satisfaction than the difference between what the visitor expected and what they actually experienced.

Research has shown that satisfaction increases and decreases in response to a wide range of factors influencing the perception of a quality experience. Various components that have been found to influence satisfaction.

Dorfman (1979), in a study of three groups of campers in Montana, described five factors: social-interpersonal relationships (feeling of comraderie, strengthening close relationships), naturalism (plants, wildlife, scenic beauty), relaxation, quality camping conditions and absence of negative conditions (inconsiderate neighboring campers, crowding, pollution, poor service).

Grafe, Ditton, Roggenbuck and Schreyer (1981), described nine factors in a study of river floaters in the southwest: learning, experiencing nature, solitude, stress release/escape, status, achievement/autonomy, self-awareness, action/excitement, and affiliation.

Connelly (1987) in a study to develop critical factors for campers satisfaction within the Adirondack Park, identified five factors to describe camper satisfaction: solitude/rejuvenation, nature, achievement/challenge, social and facility characteristics. Three of these factors, solitude/rejuvenation, nature, and facility characteristics were found to be critical to camper satisfaction. Important to managers is the implication that these three factors critical to camper satisfaction can be directly altered by managers.

One factor we do not have much control over and which is possibly the single most important contributor to customer satisfaction or dissatisfaction in outdoor recreation is the weather.

One report indicates that there is a substantial difference between what managers and customers perceive to be important in customer satisfaction. A 1987 audit of customer service on the Willamette National Forest showed a wide discrepancy between what Forest Service employees considered as good definitions of customer service and what the public surveyed indicated. Forest Service employees sampled tended to indicate factors such as helpful, courteous, polite, friendly, pleasant, quick, efficient employees as the main factors in customer service, while recreation users sampled defined customer service in terms such as good signs, availability of maps, clean toilets and developed facilities.

Another study done to determine satisfaction in a park setting indicated that staff-public interactions have a greater impact on perceived quality of park mangement than does the condition of facilities (Knopf and Barnes, 1979).

The friendly, efficient and timely Forest Service employee tends to fall in the category of what Theodore Levitt noted about services. The customer usually doesn't know what he is getting until he doesn't. In a recreation activity in which there is a high degree of interaction between employees and the customer, that interaction can have a high degree of influence on the eventual perception of the satisfaction of the visit.

The customer's perception of his/her recreation experience is also not totally dependent on just what occurs while they are participating in the recreation activity itself. Schreyer (1989) describes the recreation experience as a package of activities that combine to form the experience. The experience begins with the original thought of the recreation activity and proceeds to the final reminiscing. At several points in this package the recreation resource manager can have an effect on the positive or negative outcome of the experience. Zemke and Schaaf (1989) call these points "Moments of Truth" which,"occur any time the customer comes in contact with some aspect of the organization and uses that opportunity to judge the quality of service the organization is providing." Whether it's the receptionist answering the phone or sending information by mail, the recreation guard in the campground, the mood that the customer is in, the neighbor in the next campsite, the weather or the condition of the signs and facilites they use, each has a part in defining the overall experience.

What Can We Do To Measure Satisfaction?

Surveys which tend to give an overall measure of customer satisfaction such as 4.5 or 3.2 may be valid but are not all that useful. We may know that we are rated high or low but we do not know for what reason. It doesn't help us figure out how good or bad the customer considers a 4.5 performance, or what we have to do to get a 6.0. Another important point to consider is that any form of customer satisfaction evaluation should be able to have the results segmented back to the individual respondents demographic and activity characteristics to be most effective. The research indicates that evaluating a range of componets that are important to customer satisfaction is the best method of measuring satisfaction.

Many companies such as hotels, restaurants, and airlines use a variety of techniques to measure satisfaction. Formal in-house and third-party surveys and customer feedback cards are used. The customer feedback cards are common in most motel/hotel rooms as well as restaurants. This same concept could be used in our developed recreation sites as well as at trailheads and other visitor contact points.

Using the components identified by researchers as important to customer satisfaction in a campground setting, appendix 4 shows an example of a customer survey form that could be used in campgrounds throughout the IPNF. The response form could easily be modified to fit the needs of measuring satisfaction for other recreation uses occuring throughout the Forest. Respondents completing guest satisfaction cards in campgrounds could place them in receptacles designed for deposit as they are leaving the recreation site. Campground hosts, recreation personnel or a registration box could be used to disseminate the cards. For other recreation uses where a deposit box is not practical, the cards could be designed with a reply by mail side so that they could be mailed in.

A survey form that has recently been developed by the SE Experiment Station as an expansion of the Public Area Recreation Visitor Survey (PARVS), called CUSTOMER, can be used as a tool to measure customer satisfaction along with obtaining information on a variety of demographic, economic, and recreation activities of users sampled. CUSTOMER would require an on-site trained interviewer to conduct the survey. CUSTOMER could be a valuable way of updating guest satisfaction cards as customer's expectations and importance of valued attributes change over time.

A combination of these methods could be used to give us an insight into the job that we are doing in providing customer satisfaction. These methods could be incorporated into our Forest Plan Monitoring Program to provide feedback for the Forest Plan and how it relates to the Forest recreation management program. Currently the only Forest Plan monitoring methods we use to measure the effectiveness of the recreation management program on the IPNF is determining whether visual quality objectives (VQO's) were met in our management practices and measuring off road vehicle (ORV) impacts on the resource. Determining customer satisfaction should be the number one priority in assessing our effectiveness as resource managers.

After we assess customer satisfaction, what we do with the information we have collected if of primary importance. Zemke and Schaaf (1989), identified some guidelines to use in making collected data useful:

> Make the results visible. Let everyone involved in providing customer satisfaction be aware of the results. At Marriott, front-desk results are posted where front-desk people can see them, restaurant service results where kitchen and wait people will see them.
>
> Make sure results are employee-friendly. Simple percentages and easily understood graphs work better than weighted index scores. Employees are more likely to understand that 87% of hikers surveyed rated trail conditions as excellent rather than we received a 4.5 on our 10-factor weighted average service quality and rainfall appreciation index.
>
> Make sure the results are used. Simply posting results or putting them in our "Report To Our Stockholders", is not as effective as tying the results to performance standards, discussing and using information for problem solving and using results to reward, encourage and motivate.

SUMMARY

Marketing is a way of doing business. To become a customer oriented agency requires a shift in thinking and approach. Customers and customer satisfaction become a measuring stick and our most important product. The story goes of a very successful hardware salesman who got that way not because he sold lots of 1/2 inch drill bits but because he sold his customers on quality 1/2 inch holes.

A committment by the Forest management team and district employees is imperiative if the marketing concept is to have any value on the Forest. Completion of a recreation marketing plan for the Idaho Panhandle National Forests will be an initial step in implementing the marketing strategy. The Strategic Marketing Planning steps described in this report should be used as a freamework in development of the Forest Marketing Plan.

Additional marketing research will be needed to keep pace with the changing recreation picture of North Idaho and Eastern Washington. Research described in this project shows trends towards non-motorized recreation, interpretive programs and nature viewing activities. Individual districts should plan their own marketing research methods to localize this information.

Our publics perception of us as land managers is generally favorable. Timber management activities, particularily clearcutting, has the biggest negative effect on our favorability rating. The Forest has already undertaken steps to better inform our publics on our timber management role and this should be continued and expanded where possible. Focusing in on discussions with those groups who had a negative impression of our forest management activities would be useful.

Additional work on using customer satisfaction as a monitoring tool is needed. Testing a customer satisfaction survey on the Forest would be useful in developing the methodology, reliability and applicability of such a survey.

A customer oriented agency is focused externally and always looking ahead. The recreation customer information presented in this report is only a start in what should be a continuous examination of the needs and wants of the people we serve. Marketing makes sense in an organization such as ours. Marketing relates directly to the Forest Service mission of "Serving the Public and Caring For the Land".

LITERATURE REVIEW

THE MARKETING CONCEPT

The Marketing Imagination by Theodore Levitt provided much of the theory behind the marketing concept provided. Syme, McLellan and Uysal's article on "Conceptual Framework for Forest Recreation Marketing In the Public Sector" was also used. "Mastering Marketing" by the editors of Communication Briefings, was an excellent source of information on explaining the marketing concept in understandable terms.

STRATEGIC MARKETING PLANNING

"The ABC's of Marketing in Natural Resource Agencies" by the Land Between The Lakes Staff provided the basic outline of the process. Additional information from "A Process to Develop A National Forest Recreation Marketing Plan" by Franklin Lewis, was used to localize the process to the Forest Service. Syme's "Recreation In the Forest Serivce: A Marketing Opportunity" was used to provide clarification of strategic planning and the role of marketing in a public agency.

CUSTOMER SATISFACTION

THE SERVICE EDGE 101 COMPANIES THAT PROFIT FROM CUSTOMER CARE, by Ron Zemke and Dick Schaaf was the primary source of identifying customer service attributes of customer satisfaction and also in methods of evaluating customer satisfaction. Peter Dorfman's article on "Measurement and Meaning of Recreation Satisfaction: A Case Study in Camping", provided background on research that has occurred in customer satisfaction.

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APPENDIX 1

MARKETING PLAN WORKSHOP
IDAHO PANHANDLE NATIONAL FOREST
1/4/90

GOAL

To involve district and forest personnel in strategic planning for the Idaho Panhandle National Forests Marketing Plan to gain committment and ownership in the marketing process.

WHY MARKETING?

-Tells us where we are at
-Gives us a clear path to follow
-Allows for much more efficient financial planning
-Keeps us close to our customers

WORKSHOP PROCESS

Handouts
Worksheets
Sun Valley Conference worksheets

Step 1 - Identify Strengths(External and Internal)

A. IF YOU ASKED OUR CUSTOMERS WHAT OUR STRENGTHS WERE IN THE RECREATION MARKET PLACE, WHAT WOULD THEY SAY?
(Example - The Forest contains many beautiful pristine lakes only an hours drive from my home)

B. INTERNALLY WHAT ARE OUR STRENGTHS IN RECREATION MANAGEMENT?
B. INTERNALLY WHAT ARE OUR STRENGTHS IN RECREATION MANAGEMENT?
(Example - The Forest has embarked upon a Recreation Strategy to increase customer satisfaction)

Step 2 - Identify Weaknesses(External and Internal)

A. IN THE MINDS OF THE PEOPLE WE SERVE, WHAT ARE OUR ORGANIZATION'S WEAKNESSES?
(Example - Your campground maintenance is lacking)

B. INTERNALLY WHAT ARE OUR WEAKNESSES IN MEETING OUR CUSTOMER WANTS?
(Example - Internal resistance to changing to a market philosophy

Step 3 - Identify Opportunities and Threats

A. WHAT OPPORTUNITIES DO YOU SEE TO MEET WHAT OUR CUSTOMERS WANT?
(Example - Expand water-oriented facilities and activities to attract more families)

B. WHAT THREATS EXIST TO KEEP US FROM MEETING CUSTOMER WANTS?
(Example - Forest may not receive capital investment funding to improve recreation facilities)

APPENDIX 2

OUTDOOR RECREATION MANAGEMENT PROGRAM
CLEMSON UNIVERSITY
CLEMSON, SC

PERCEPTION SURVEY
OF THE
IDAHO PANHANDLE NATIONAL FOREST

This survey is designed to assess the current image of recreation management on the Idaho Panhandle National Forests by publics within the Inland Northwest. The survey will be conducted through random telephone calls and by participation of local focus groups in communities located adjacent to the Idaho Panhandle National Forests.

This survey is being conducted as part of a student project in partial fulfillment of requirements of the Professional Development for Outdoor Recreation Management Program at Clemson University. The survey in no way reflects USDA Forest Service policy.

Results of the survey will be incorporated into a project paper which is being prepared for the Clemson University program.

Survey:

1. HOW FAMILIAR ARE YOU OF THE IDAHO PANHANDLE NATIONAL FORESTS?

A. Never Heard of _____ => If A. skip Question #2
B. Heard of _____
C. Know a little bit _____
D. Know a fair amount _____
E. Know very well _____

2. WHERE DO YOU HEAR, READ OR GET INFORMATION ABOUT THE IDAHO PANHANDLE NATIONAL FORESTS?

A. Personal Visit _____
B. Local Newspaper _____
C. Spokane Newspaper _____
D. TV Stations _____
E. Radio _____
F. Word of Mouth _____
G. Don't Know _____
H. Other _____

3. OF THE FOLLOWING ITEMS, WHICH ONE BEST DESCRIBES YOUR GENERAL IMPRESSION OF THE IDAHO PANHANDLE NATIONAL FORESTS?

It is a Federal Agency that is concerned with.....

A. Timber Management _____
B. The Environment _____
C. Multiple Use _____
D. Outdoor Recreation _____
E. Wildlife Management _____
F. Don't Know _____
G. Other _____

4. WITHIN THE LAST YEAR HAVE YOU PARTICIPATED IN ANY RECREATION ACTIVITIES ON THE IDAHO PANHANDLE NATIONAL FORESTS?

|_| YES => ESTIMATE # OF TRIPS ___

|_| NO => GO TO QUESTION #7

|_| DON'T REMEMBER

5. WHAT WERE THE MAIN RECREATION ACTIVITIES THAT YOU PARTICIPATED IN? (LIMIT 3)

__Backpacking	__Camping	__Canoeing	__Motorboating
__Swimming	__Sightseeing	__Day Hiking	__Bicycling
__Horseback riding	__Picnicking	__Fishing	__Hunting
__Off Road Vehicles	__Driving for Pleasure	__Collecting Firewood	__Berry Picking
__Snowmobiling	__Skiing	__Other _____	

6. IN PREPARING FOR YOUR RECREATION ACTIVITY DID YOU.....

A. ___ request recreation information through the mail.
B. ___ call for information.
C. ___ visit Forest Service office for information.
D. ___ not need recreation information.
E. ___ not know how to obtain information.

7. WHILE PLANNING OR PARTICIPATING IN RECREATION ACTIVITIES ON THE IDAHO PANHANDLE NATIONAL FORESTS, WHAT WAS YOUR GENERAL IMPRESSION OF...
(In rating your general impression, please use a scale from 1 to 5 with 1 being the low end of the scale and 5 being the highest. Place an "X" on the appropriate place on the scale.)

A. Recreation Facilities(campgrounds, toilets, trails etc.)

1----------2----------3----------4----------5
Poorly Maintained — Extremely Well Maintained

B. Forest Service Personnel

1----------2----------3----------4----------5
Not Helpful — Very Helpful

C. Forest Service Information(brochures, road signs, maps etc.)

1----------2----------3----------4----------5
Lacking — Very Informative

8. OF THE FOLLOWING, WHICH BEST DESCRIBES YOUR GENERAL IMPRESSION OF THE WAY THE FOREST SERVICE MANAGES THE IDAHO PANHANDLE NATIONAL FORESTS.

A. Very unfavorable _____
B. Somewhat unfavorable _____
C. Indifferent _____
D. Somewhat favorable _____
E. Very favorable _____

9. ARE THERE ANY PARTICULAR REASONS FOR YOUR IMPRESSION?

_____

10. SEVERAL OUTDOOR RECREATION PROVIDERS IN THE NORTHWEST ARE LISTED BELOW. PLEASE RATE EACH AGENCY OR BUSINESS AS TO YOUR IMPRESSION OF THE LEVEL OF QUALITY THAT THEY PROVIDE IN SERVING THE RECREATION VISITOR.
(Please circle any one number with 1 being the lowest quality level and 5 being the highest.)

Idaho State Parks & Recreation	1	2	3	4	5	Don't Know
Idaho Panhandle National Forests	1	2	3	4	5	Don't Know
National Park Service	1	2	3	4	5	Don't Know
Washington State Parks	1	2	3	4	5	Don't Know
Local Resorts	1	2	3	4	5	Don't Know

Now, we would like to ask just a few more questions about yourself to help us in our survey.

11. GENDER

☐ Male ☐ Female

12. AGE GROUP

< 18 ___ 18-25 ___ 26-35 ___ 36-45 ___

46-65 ___ 66 + ___

13. ZIP CODE OF YOUR PRINCIPAL PLACE OF RESIDENCE

_ _ _ _ _

14. USUAL OCCUPATION

Professional, Technical	___	Farmer/Rancher	___
Manager, Administrative	___	Clerical	___
Sales worker	___	Wood Products	___
Service worker	___	Laborer	___
Transport equipment	___	Armed Forces	___
Logger	___	Homemaker	___
Student	___	Unemployed	___

15. INCOME LEVEL

$0- $10,000	____	$30-$40,000	____
$10-$20,000	____	$40-$50,000	____
$20-$30,000	____	$50,000 +	____

Thankyou for participating in this survey. Your cooperation is appreciated!

APPENDIX 3

OUTDOOR RECREATION MANAGEMENT PROGRAM
CLEMSON UNIVERSITY

PERCEPTION SURVEY COMMENTS
IDAHO PANHANDLE NATIONAL FORESTS

During the course of the perception survey several respondents wrote in comments on why they answered in a particular way, the question regarding their impression of Forest Service management. Their comments are shown below along with a few demographics about the respondent.

Are there any reasons for you impression on the way the Forest Service manages the Idaho Panhandle National Forests?

Very unfavorable

-Clearcutting, logging, roads, erosion of Forests as a result(male, age 66+, Eastport, Id)

-Clearcuts way to big(male, age 46-65, Wallace, Id)

-Roads-lack of interest in recreational opportunities(male, age 36-45, Wallace, Id)

-Poor attitude toward recreation, too many roads and clearcuts(male, age 36-45, Osburn, Id)

-Clear cutting(male, age <18, Osburn, Id)

-I wish there was no more cleaner cutting, it looks bad unless they clean it up better you just get really used to it when they go in and cut everything down(male, age 26-35, Coeur d' Alene, Id)

Timber resources are being raped(male, age 36-45, Silverton, Id)

-Clearcuts, campgrounds closed early(male, age 36-45, Osburn, Id)

-Timber management(male, age 36-45, Kingston, Id)

-Clearcuts too big(male, age 36-45, Osburn, Id)

-Clear cuts(male, age 18-25, Osburn, Id)

-Clear cuts(male, age 46-65, Kingston, Id)

Somewhat unfavorable

-Lack of weed control efforts-too much concern over endangered species(male, age-36-45, Naples, Id)

-Timber management #1, logging practices need to change. Better funding needed for all aspects of the job(male, age 36-45, Moyie Springs, Id)

Heavy logging via clearcuts(male, age 66+, Osburn, Id)

Over-stressing timber harvesting, wildlife management should be a larger consideration(male, age 36-45, Osburn, Id)

Clearcutting(male, age 46-65, Silverton, Id)

Clearcutting, closing of roads already in place(male, age 46-65, Coeur d' Alene, Id)

-Too many anti-timber industry people being employed by the USFS and having too great of an input for the lack of knowledge that they possess about the forest as a whole(male, age 26-35, Bonners Ferry, Id)

-More timber is being harvested than I would like to see, also too many road closures(male, age 36-45, Wallace, Id)

-Clearcuts, plans for more clearcuts(male, age 36-45, Coeur d' Alene, Id)

-Too many roads are being put in the mountains at public expense. The forests are being managed too much for timber. Believe me, the way things are going, most marketable timber will be gone within 8 years. The forests need to be managed like a garden, not pillaged(male, age 26-35, Cataldo, Id)

-Evidence of successful management on the ground is not too evident!(male, age 46-65, Bonners Ferry, Id)

-Too many clearcuts, too much logging(male, age 36-45, Coeur d' Alene, Id)

-Clearcutting timber faster than it grows(male, age 66+, Post Falls, Id)

-Don't approve of clear cut logging(female, age 46-65, Wallace, Id)

-Too many clear cuts(male, Wallace, Id)

-Clearcuts(male, age 36-45, Wallace, Id)

-No use charge on Lake Pend Orielle, unnecessary road closeurs during hunting season/timber harvest guidelines of old growth timber!(male, age 36-45, Rathdrum, Id)

-Sometimes insensitive to environmental/wildlife issues(female, age 36-45, Post Falls, Id)

Somewhat unfavorable(cont.)

-Against clearcutting because of environmental impacts, very disturbed(male, age 46-65, Sandpoint, Id)

-Forest sales of timber(male, age 46-65, Hayden Lake, Id)

-Too heavy an emphasis on timber, not enough on recreation(male, age 36-45, Sandpoint, Id)

Too much management toward non-consumptive users(male, age 36-45, Bonners Ferry, Id)

-I have observed quite a bit of wastefullness(male, age 26-35, Wallace, Id)

-What I see while in forest(male, age 36-45, Coeur d' Alene, Id)

Indifferent

-The media as to who has responsibility for "our" forest land(IPNF) is lacking(female, age 36-45, Kellog, Id)

-Logging policies(male, age 26-35, Kellog, Id)

-Do not like clearcutting(female, age 46-65, Kellog, Id)

-I feel that the timber management policies are somewhat distructive(male, age 26-35, Sandpoint, Id)

-The recreation personnel on the IPNF are so wrapped up in pristine "Wilderness" recreation that they fail to realize that there are other forms such as motorized recreation that do not need much management, only a place to go(male, age 26-35, Bonners Ferry, Id)

-Like to see managed more for recreation and less for forest harvest(male, age 26-35, Sandpoint, Id)

-A perceived willingness to listen to all concerns(male, age 46-65, Post Falls, Id)

-Not doing much to save environment, really piecemealing(male, age 18-25, Plummer, Id)

-Very few hiking opportunities in CDA(female, age 46-65, Coeur d' Alene, Id)

Somewhat favorable

-Forest Service is trying, lack of control in burning slash(male, age 36-45, Bonners Ferry, Id)

-Bending too much to minor interest groups and not overall public!(male, age 46-65, Naples, Id)

-Forest management has been questionable due to the local lack of public access to decision making(male, age 26-35, Sandpoint, Id)

-I do not like clearcutting(female, age 46-65, Coeur d' Alene, Id)

-Need more toilets(female, age 46-65, Spirit Lake, Id)

-Cut logging out(female, age 18-25, Spokane, Wa)

I resent being locked out of public land due to road closures(male, age 46-65, Priest River, Id)

-If so-called "environmentalists" would leave them alone they would do a professional management job(male, age 66+, Coeur d' Alene, Id)

-Not allowing as many clearcuts. Likes better cleanup and selective logging(female, age 36-45, Coeur d' Alene, Id)

-Road closures are a problem as are clearcuts(male, age 66+, Harrison, Id)

-Could do a better job on clearcutting-need less(male, age 46-65, Post Falls, Id)

-Attitudes are changing towards multiple use(male, age 36-45, Coeur, d' Alene, Id)

-Lived here all my life(male, age 46-65, Kellog, Id)

-Too much clear cutting(male, age 66+, Bonners Ferry, Id)

-Could do a better job of timber management(male, age 46-65, Bayview, Id)

-They try and implement multiple use(female, age 18-25, Bonners Ferry, Id)

-Still to heavy emphasis on timber harvest mgt.(male, age 46-65, Bonners Ferry, Id)

-Likes recreation but I think timber industry also has a say. I think timber gets short end alot(female, age 26-35, Rathdrum, Id)

-Lack of signs indicating roads and location(male, age 46-65, Hayden Lake, Id)

Somewhat favorable(cont.)

-Too much clearcutting and too many roads(male, age 46-65, Coeur d' Alene, Id)

-Amount of Government inefficency, Spending too much money. But its hard to be efficient when you manage so many needs, too many lobbiests(male, age 26-35, Priest River, Id)

-Could be very favorable without the gates and road closures being over emphasized for T&E management(male, age 36-45, Bonners Ferry, Id)

-A trend is developing that embraces management for uses other than just timber harvest(male, age 46-65, Naples, Id)

-Personal contact and knowledge of individuals who work for USFS(male, age 36-45, Sandpoint, Id)

-Some back roads are rough(but I also expect that), I'm not fully impressed with some of the clear cuts(female, age 26-35, Rathdrum, Id)

Logging interest have negative view(male, age 66+, Bonners Ferry, Id)

-Trails need more maintenance(male, age 66+, Coeur d' Alene, Id)

-Personal contact(male, age 66+, Coeur d' Alene, Id)

-There must be a better way then clear cuts(male, age 36-45)

Very Favorable

-I like the fact that they are moving in the direction of multiple public use. I would encourage them to strongly support watershed preservation(male, age 26-35, Hayden Lake, Id)

They say their good(male, age 46-65, Harrison, Id)

-Personal experience(male, age 36-45, Kellog, Id)

-Always friendly and helpful(male, age 46-65, Coeur d' Alene, Id)

-Current administration is doing an excellent job(male, age 36-45, Kootenai, Id)

-They are very willing to help(male, age 36-45, Hayden Lake, Id)

-Enjoyed being there(female, age 66+, Coeur d' Alene, Id)

-The roads and the area are well marked(female, age 46-65, Coeur d' Alene, Id)

-The personnel(male, age 36-45, St. Maries, Id)

-Well maintained!(male, age 36-45, Spokane, Wa)

My visit was to an area well maintained(female, age 36-45, Post Falls, Id)

People are conscientious(female, age 46-65, Coeur d' Alene, Id)

-Cedar groves very well maintained(female, age <18, Wallace, Id)

-Worked hard to maintain a balance with recreation and logging(female, age 26-35, Post Falls, Id)

-As a college graduate, I can tell that they manage it with common sense. It is the extremists that are a minority(but with a big voice) on all sides of issues that cause all the trouble and blow all the smoke. Too many people with personal axe's to grind and the FS is caught in the middle (male, age 46-65, Priest River, Id)

-Because of the challenge to meet several goals(male, age 46-65, Coeur d' Alene, Id)

APPENDIX 4

MEETING NOTES
PRIEST RIVER DRAINAGE
RECREATION PARTNERSHIP MEETING
APRIL 20, 1989
PRIEST RIVER, IDAHO

Small Work Group Brainstorming

Recreation Marketing "How can we let the visitor know what we have to offer?"

1. Cooperative Information Center in Priest River, Idaho to distribute information for USFS, State Parks, Army Corp of Engineers, Chambers etc.

2. Short range FM radio message station giving out visitor information to people coming into Priest River. Could be located near Albeni Falls Dam and accessed by tuning your radio to station identified by a sign on highway. Update information on weather, recreation activities upcoming events etc.

3. Use local AM radio station KMJY as a outlet to give our visitor information.

4. Business tradeouts with media.

5. Group trade shows. Combine businesses and agency messages to promote Priest River/Priest Lake at various trade shows.

6. Develop a cooperative display/slide show/video on Priest River/Priest Lake to take to trade shows, state fairs and other meetings to promote the area.

7. Write articles for magazines and newspapers promoting area.

8. Develop good maps for the area that people can understand and that promotes the recreation opportunites in the area. Something similar to the "Nez Perce Lands" map shown at meeting.

9. Have representatives attend group meetings outside the area to speak on Priest River/Priest Lake and what we have to offer.

10. Promote year round opportunties at the lake including winter and fall activities, i.e. snowmobiling, cross-country skiing, fall foilage, uncrowded lake, etc.

11. Educate public about the clean waters and our intent to keep water quality at a high level.

Recreation Facilities "What facilities do we need to meet the demand?"

1. Information centers.
   Joint center in Priest River.
   Information stop near Dickensheet Junction on Hwy 57.

2. Campsites (more) and related services (hookups).
   variety of types i.e. long term, short term, secondary away from the lake and campsites along the river (Priest River).

3. Rebuild breakwater at mouth of the thorofare or take it out and provide alternative services to allow people to enjoy upper lake.

4. More and better quality boating facilities (parking lots, pumpout stations, etc.).

5. More trail networks - Hiking and cross-country skiing.

6. Hiking/horse trail from Priest River to Priest Lake.

7. Convention center for Priest River.

8. Access points on Priest River for viewpoints, camping, fishing.
   Somewhere midway between Priest River and Priest Lake.

9. Bike path from Priest River to Priest Lake.

10. Equestrial trails near Priest River.

11. Ski Resort.

12. Golf Course(Huckleberry Bay?).

13. RV dump stations.

14. Snowmobile trails - Priest River to Priest Lake..Sandpoint to Usk.

15. Information center near Blanchard.

16. Cross-country ski warming huts for longer excursions.

17. Indoor recreation facilities (swim pool, raquetball courts, tennis courts, etc.) for rainy days.

18. Community centers.

19. Public amphitheaters for public concerts.

20. Improve picnicking facilities (more and better).

21. Sanitary facilities on Priest Lake islands (more and better).

22. Hunting lodges.

23. Hatchery for Priest River and Priest Lake.

24. Stocked ponds for catch and release fishing.

25. Interpretive centers.

26. Tour boats/buses.

27. Group camps.

28. Visitor support services (showers, car wash, laundromats).

29. Pet areas near campgrounds and day use areas.

Recreation Customers "What do we know about them?"

1. Retired, like self contained RV's.

2. Family oriented groups.

3. Like to hike and pick huckleberries.

4. Lots of out of staters particularily from eastern Washington.

5. Various income groups.

6. Campers (only want to camp).

7. People with large boats who want to vacation on them.

8. Snowmobilers and dog sled race fans.

9. Like resorts.

10. Fisherman and hunters.

11. Mushroom hunters.

12. People seeking relocation to less populated areas, might possibly be looking for jobs.

13. Repeat visitors- come to same resort or campground year after year.

14. Convention and retreat groups who later bring their families.

15. Like the summertime favorable weather, come up from Arizona after spending winter there.

16. Like the change of scenery.

17. Want quiet peaceful surroundings, open space and clean air and water environment.

18. Like clean lakes and rivers.

19. Canadian and foreign visitors.

Recreation Partnerships "How can we work together to improve recreation opportunities?"

1. Develop a self guided auto tour of Priest River and Priest Lake with cooperation of State, USFS, timber industry on Hwy 57 drive. Tour would be on audio-cassette which could be picked up at visitor center in Priest River and dropped off at Ranger Station at Priest Lake.

2. Better communications between partners- basis of everything.

3. Information centers at Priest River and Priest Lake with a partnership of agencies and organizations.

4. Use of radio stations/telephone messages/placemaps/maps to get message out.

5. Need to form a joint committee on Recreation to get partnerships going.

6. Better signs and parking needed - partnerships can work together on this.

7. Need to form partnership with fish and game, USFS, chambers, permittees etc to improve fishing and hunting in the area.

8. Partnership needed to improve camping and trails opportunities in the area.

APPENDIX 5

Idaho Panhandle National Forests
Customer Satisfaction Survey

Please rate the following features on their importance to you and the satisfaction you received during your recreation experience. Use 1 as the lowest rating and 5 as the highest.

Social Setting	Importance 1 2 3 4 5	Don't Know	Satisfaction 1 2 3 4 5
1. Feeling of relaxation	☐☐☐☐☐	☐	☐☐☐☐☐
2. Rarely seeing other people	☐☐☐☐☐	☐	☐☐☐☐☐
3. Feeling of peace and quiet	☐☐☐☐☐	☐	☐☐☐☐☐
4. An undisturbed natural setting	☐☐☐☐☐	☐	☐☐☐☐☐
5. Scenic Beauty	☐☐☐☐☐	☐	☐☐☐☐☐
6. Seeing Wildlife	☐☐☐☐☐	☐	☐☐☐☐☐
7. Strengthing family and friend relationships	☐☐☐☐☐	☐	☐☐☐☐☐
8. Meeting new people	☐☐☐☐☐	☐	☐☐☐☐☐
9. Regulations easy to understand	☐☐☐☐☐	☐	☐☐☐☐☐
10. Regulations fairly enforced	☐☐☐☐☐	☐	☐☐☐☐☐
11. Availability of other recreation activities	☐☐☐☐☐	☐	☐☐☐☐☐
12. Value for any fees paid	☐☐☐☐☐	☐	☐☐☐☐☐
13. Feeling of safety and security	☐☐☐☐☐	☐	☐☐☐☐☐

Facilities	Importance 1 2 3 4 5	Don't Know	Satisfaction 1 2 3 4 5
1. Cleanliness of campsite	☐☐☐☐☐	☐	☐☐☐☐☐
2. Cleanliness of restrooms	☐☐☐☐☐	☐	☐☐☐☐☐
3. Handicapped accessibility	☐☐☐☐☐	☐	☐☐☐☐☐
4. Areas for Off Road Vehicle (ORV's) use	☐☐☐☐☐	☐	☐☐☐☐☐
5. Firewood available	☐☐☐☐☐	☐	☐☐☐☐☐
6. Flush toilets	☐☐☐☐☐	☐	☐☐☐☐☐
7. Hot Water	☐☐☐☐☐	☐	☐☐☐☐☐
8. Showers	☐☐☐☐☐	☐	☐☐☐☐☐
9. Electrical hookups	☐☐☐☐☐	☐	☐☐☐☐☐
10. Telephone	☐☐☐☐☐	☐	☐☐☐☐☐
11. Ranger Talks	☐☐☐☐☐	☐	☐☐☐☐☐

Customer Service
Please rate the following in terms of their courteous and helpful service.

	Poor	Fair	Average	Good	Excellent	Don't Know
1. Campground Hosts or concessionaire operator	☐	☐	☐	☐	☐	☐
2. Campground reservation service	☐	☐	☐	☐	☐	☐
3. Ranger Station Receptionist	☐	☐	☐	☐	☐	☐
4. Forest Service/campground concessionaire cleaning and maintenance personnel	☐	☐	☐	☐	☐	☐
5. Forest Service Law Enforcement personnel	☐	☐	☐	☐	☐	☐

Please list the zipcode of your principal place of residence.

___ ___ ___ ___ ___

How do you feel about each of the following:

1. Your first impression of the area

Very Unfavorable — Very favorable

1 2 3 4 5 6 7

☐ ☐ ☐ ☐ ☐ ☐ ☐

2. The overall recreation experience you received.

Very Unsatisfied — Very Satisfied

1 2 3 4 5 6 7

☐ ☐ ☐ ☐ ☐ ☐ ☐

Please place a * in the box that best describes the main reason for coming to this area and a X in the boxes for other recreation activities you participated in while on this trip.

Tent Camping	☐	Bicycling	☐
RV Camping	☐	Mtn. Biking	☐
Camping by boat	☐	Horseback Riding	☐
Backpacking	☐	Picnicking	☐
Swimming	☐	Sightseeing	☐
Visiting the beach	☐	Driving for pleasure	☐
Fishing	☐	Being with family	☐
Sailing	☐	Collecting firewood	☐
Canoeing	☐	Berry Picking	☐
Motorboating	☐	Viewing Wildlife	☐
Waterskiing	☐	Visiting museums	☐
Photography	☐	ATV use	☐
Day hiking	☐	Motorcycling	☐
Walking	☐	Hunting	☐

Any comments concerning your stay?

_____

_____

_____

_____

_____